Sales MANAGEMENT



GENERAL TIRE'S L. A. McQUEEN: Heads National Distribution Council (p. 105).

HOW TO SELL NEW PRODUCTS

SEE PAGE 37

A BILL BROTHERS PUBLICATION

TWENTY-FIVE CENTS

MARCH 15, 1948



WHEN A WOMAN SHOPS

Women never buy a product for itself. They buy a "mental picture" of what it will do for them.



SHE HAS A PICTURE IN HER MIND

The vivid "mental pictures" of better living inspired by McCall's editors are helping make over the homes of America. Every month, women in more than 3,600,000 homes are inspired by these "mental pictures."



YOU'RE IN THE PICTURE WHEN YOU'RE IN McCall's

THREE MAGAZINES IN ONE

Advertising in McCall's—with its Three-Magazines-In-One make-up—gives you an ideal opportunity to match your product story to women's moods and fit your brand name into their mental *buying* pictures.

ADVERTISING REALLY MOVES INTO ACTION OFF THE PAGES OF McCALL'S!



This Jackass would BRAY!

Were this jack's pulling power on a par with our persuasive power, well and truly could he blare out a triumphant "hee haw" over all competitors. With no intent to be immodest, we merely direct your attention to the fact that we are No. 1 newspaper in the No. 4 town, weekdays. Ordinarily when space buyers look up the figures in Standard Rate & Data, ours are the kind of figures they like to see.

NO. 1 NEWSPAPER IN THE NO. 4 TOWN

LARGER WEEKDAY CIRCULATION THAN ANY OTHER DETROIT NEWSPAPER

425,024 WEEKDAYS **461,452** SUNDAYS

Average Net Paid Circulation For 6 Months Ending Sept. 30, 1947

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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Milwaukee in 1948

CENSUS OF THE MARKET BY THE MILWAUKEE JOURNAL



Here is a quick picture of the basic marketing facts for 1948 Milwaukee*, the great expansion since 1940, and reliable yardsticks to help you measure 1948 sales potentials—

	1948	1940	Gain
Population	860,313	766,885	93,428
Families	255,704	215,665	40,039
Occupied Dwelling Units	238,976	209,682	29,294
Residence Electric Meters	211,345	188,691	22,654
Residence Telephones	168,293	99,895	68,398
Employed Persons	359,000	273,000	86,000
Factory Wage Earners	150,358	105,200	45,158
Factory Wage Earner Weekly Payroll	$9,236,000	$3,095,000	$6,141,000
Retail Sales	$1 Billion	$344 Million	$676 Million
Department Store Index	311	110	183%
Journal Circulation	315,428	249,843	65,585
City Zone Circulation	233,269	167,832	65,437
Home Coverage	96%	80%	

**All figures are for Milwaukee county, which is practically the same as the ABC City Zone and the metropolitan area.*



Average spending power per family is higher in Milwaukee than in any other city of 500,000 or more population, according to Sales Management Survey of Buying Power. And only The Journal is big enough to do the big 1948 advertising job in Milwaukee—big enough to reach old families and new families, old earners and new earners, big spenders and little spenders, 96% of the entire metropolitan market.

The
MILWAUKEE JOURNAL

750,000 Educated Customers



Sioux City, Iowa, is the SECOND largest city of the most literate state in the Union. There are 25 institutions of higher learning in the area which comprises Sioux City's trade territory. This is more, if you like comparisons, than there are in 21 other states in the Union.

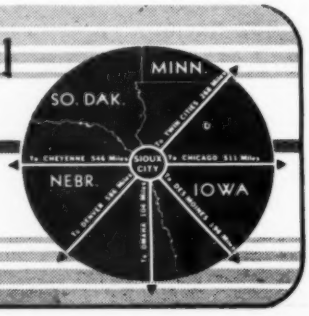
Such a fact is extremely important. It is a moral barometer to the fibre of the community. It indicates the desire of its citizens for the finer things in life; and their conviction that high stardards of education go with a high standard of living

The desire to know, to read and understand creates a high degree of receptivity. New ideas, new products, new ways of doing things are welcomed and appreciated. There is no "backwoods" or "hick" stigma here. By and large the people of the Sioux City territory are intelligent, educated and well informed.

This is reflected in their buying power, too. For Sioux City is FOURTH in per family buying income . . . and also FOURTH in per capita buying income according to Sales Management's latest survey of buying power.*

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The Sioux City Journal
JOURNAL-TRIBUNE
SIOUX CITY, IOWA



GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco

SM

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March 15, 1948 Volume 60 No. 6

A BILL BROTHERS PUBLICATION

FIRST CHOICE

of New York Used Car Advertisers . . .



In 1947 the Journal-American carried 49% of all Used Car Linage

ONCE again in 1947 the Journal-American proved New York's most effective medium for used car advertisers . . . this, in a year when used cars sold for more than new cars.

One factor . . . sales . . . explains this overwhelming preference—a preference clearly expressed in the 98,000 individual ads totalling nearly 600,000 lines published by the Journal-American last year.

Used Car Advertisers know their New York market. They know which New Yorkers have the funds to buy automobiles and which newspaper sells more of them. They know, too, that in most instances a car is a family purchase and the Journal-American with 700,000 home-going readers daily (more than 1,200,000 on Sunday) reaches more families every evening than any other New York newspaper.

If Used Car Dealers who spend their own money for advertising recognize this newspaper as the tested leader for selling above-list-price automobiles . . . think what the Journal-American will do for you.

NEW YORK Journal American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

a SUNDAY PUNCH *pays off!*



"Knocked out again. Mike Cleary gets in another accidental blow on Sheriff, the Prussian, and beats his own time for the shortest glove fight on record, 1884."

Courtesy of Bettmann Archive

The successful advertising schedule cannot depend on an "accidental blow" to reach important markets. A real "Sunday Punch" is needed to concentrate coverage in an area where it will do the most good.

FIRST 3 offers a concentrated coverage of 75% in the rich metropolitan areas of New York, Chicago and Philadelphia. And that isn't all. In the entire wealthy *Industrial North and East*, FIRST 3 has a 48% coverage in 379 counties.

In these 379 counties live 36% of the families of the U. S., who account for 42% of the total retail sales.

Here is a market that deserves attention whether you want to concentrate your advertising schedule or accent your national campaign!

In each of the three greatest markets of the country, FIRST 3 offers you sections of highest reader traffic in the leading newspapers. Your choice of either (1) The Magazine and Picture-Roto Combination including Grafic, the magazine section of The Chicago Sunday Tribune, Everybody's Weekly, the magazine section of The Philadelphia Sunday Inquirer, and the Picture-Rotogravure section of The New York Sunday News, or (2) The All Picture Roto Group, including the picture-roto sections of all three of these newspapers. Approximate 10% discount from card rates.

For detailed information about FIRST 3 MARKETS GROUP call or write any of the offices listed below.

THE GROUP WITH THE **SUNDAY PUNCH**

FIRST 3 MARKETS GROUP

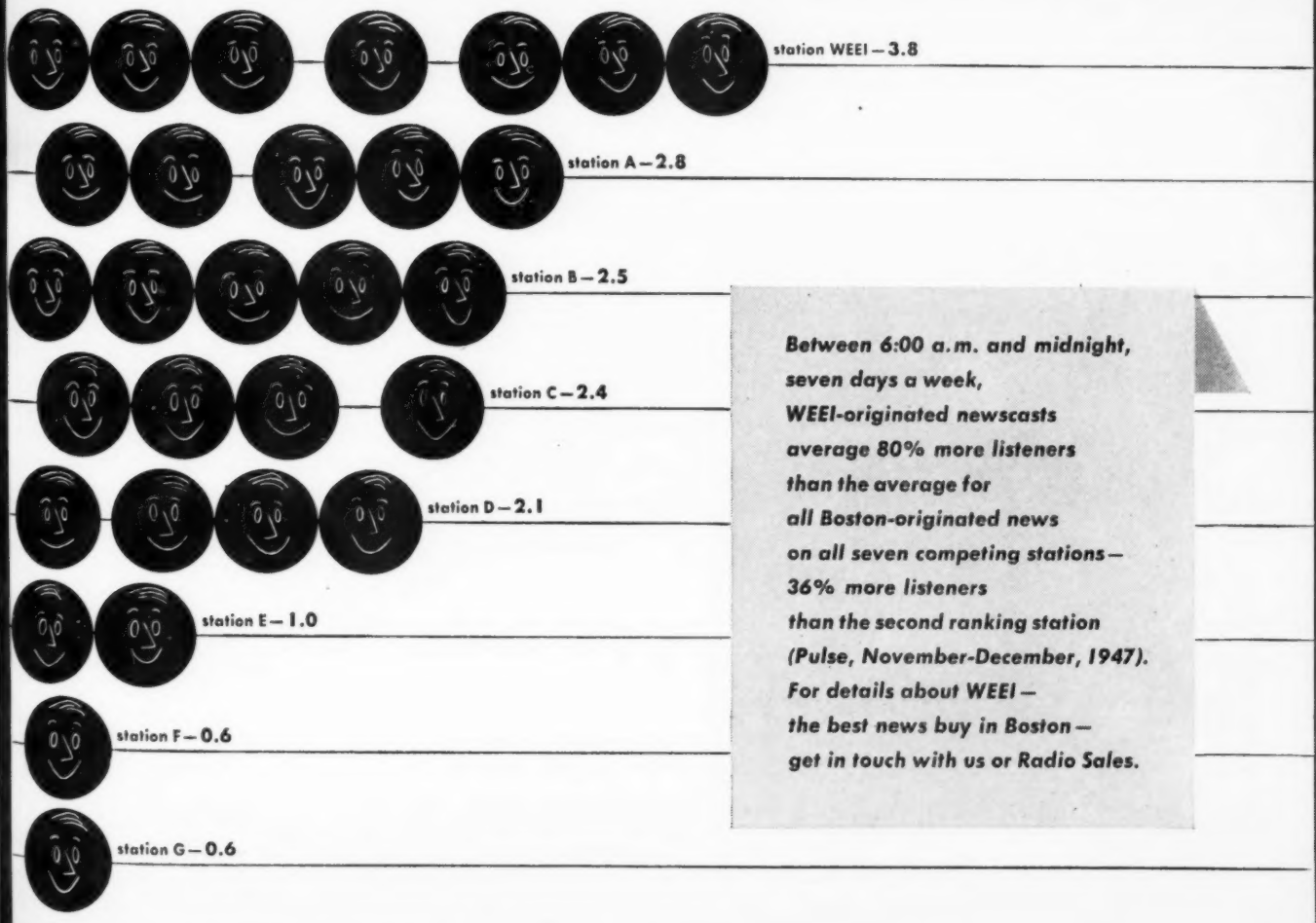
NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

News Building, 220 East 42nd Street, New York 17, VAnderbilt 6-4894 • Tribune Tower, Chicago 11, SUPerior 0044 • 155 Montgomery Street, San Francisco 4, GArfield 1-7946

the best news buy in Boston is WEEI

--- best by 36%!



Between 6:00 a.m. and midnight, seven days a week, WEEI-originated newscasts average 80% more listeners than the average for all Boston-originated news on all seven competing stations — 36% more listeners than the second ranking station (Pulse, November-December, 1947). For details about WEEI — the best news buy in Boston — get in touch with us or Radio Sales.

The Human Side

BRITAIN WANTS TO SEE YOU

You've got to hand it to Britain. Beleaguered, bedeviled by shortages on all fronts, the Empire is making an all-out bid for tourists as a means of getting much-needed dollars. The British Travel Association especially set up for the purpose of attracting Americans to England, is laying its offensive in the form of full-page advertisements in an impressive list of newspapers and magazines, extolling the scenic beauties and the myriad activities of cultural nature which the Island offers. But first the Association must allay some fears and scuttle some apprehensions on the part of Americans.

"Yes, I'd like to go to England," you hear, "but if Britain can't feed herself how can she feed me?" Or—"I won't take food from the mouths of children." Both of these premises, says the Association, are dead wrong. In the first place the rank and file of British people is eating better than it ever has. Britain *can* feed herself. And tourists, great numbers of tourists, will mean that the British people will eat better—not worse. Look at it this way. If you as an American citizen, taking a holiday, or in Britain for business, spend $500, approximately 60 of those dollars will be spent on food. To get your $500, Britain must spend only $60. With the remaining $440 Britain can import more food and vital supplies. Which means business for America.

To entice tourists, Britain is planning the largest number of diversions it ever crowded into a calendar. And to display its showcase of offerings BTA is using eight national magazines to carry its large and colorful advertisements. *Time, Life, Newsweek, The New Yorker, Harper's, Atlantic Monthly, Holiday* and *The National Geographic,* each carries the British message with copy stressing a new interest or diversion in each issue. There's also an impressive list of business magazines carrying the BTA advertisements. BTA is using in addition to the magazines, 13 daily U.S. newspapers and five Canadian ones; in cooperation with American Express it is placing advertisements in 39 newspapers.

Every objection which an American could raise to travel in England has been foreseen—and met.

"What about transportation *after* I get to England?"

Train service, throughout the United Kingdom, is back to pre-war standard. In many cases railroad travel is faster and better than before the war. For instance 90 trains a day leave London for Sussex.

"But I want to take my car and do my own exploring."

Fine, says England. Come along. You will be provided with enough gasoline—in spite of the fact that no pleasure driving is allowed British subjects—to take you to your furthest point of destination. In addition you will be given the standard allotment of gasoline coupons which The English man-on-the-street had before his gasoline allotment was revoked. If this sounds grossly unfair to the average Britisher, remember that your traveling will swell the supply of bartering money which Britain needs. Every Englishman understands that; you will not be stoned in the streets for daring to drive a car.

"How about hotel accommodations?"

They're good. Of course in London you may have trouble getting a room unless you've arranged for it in advance. But that's true in New York or Cincinnati or Portland. You'll be glad to know that Britain's anti-inflationary measures have really worked. And this is true where hotel accommodations are concerned, too. A double room in one of London's de luxe hotels is from $12 a day. Sometimes the management throws in your breakfast with it. Of course rates scale down proportionally for the less plush hostelries.

And if you want to take your ease in one of the hundreds of excellent and charming inns which dot the countryside, you'll be delighted to discover that first-rate accommodations are available from $20 to $50 a week. Breakfast on the house, too.

No ration coupons are required for *anything* if you're staying less than a month. You can buy tweed suits, leather goods, and the like, provided you have them sent to your home in the U.S. or delivered direct to your ship. (That's to keep you from ordering up a mess of stuff to "help out old Johnnie Bull" who had you to dinner at his Club.)



VILLAGE CENTER . . . in any English hamlet is the Pub. Here neighbors discuss the prices, food and each other.

ARE YOU BUYING SPACE FOR

Prestige

OR

PROFIT

IF prestige operates your client's cash register, we are not your medium. If your client or his Board of Directors is impressed with a list of slick magazines, we can't qualify for that class, either.

But if you are buying space to produce sales at a profit, we have the medium for you.

THRILLING FICTION GROUP'S readers make up a typical American male circulation of 2,252,562* every month — at the lowest cost of any leading male-read magazine! We reach the men who buy the great mass of products American industry turns out.

And we have the facts to prove it! Dr. Daniel Starch and Staff furnished the figures, in our "Basic Marketing Study of Pulp Magazine Readership." (Ask us for a copy.)

Chalked up against U. S. Urban Census averages, our reader out-classes almost every category. Income — $2,000 a year or more. Education — 83% attended high school. Home ownership — over 34%. All the marks of America's normal consumer!

Maybe we don't have prestige. But advertising in THRILLING FICTION GROUP pays off in profits — and costs only 67¢ per page per thousand circulation!

**6 months average June 30, 1947 ABC statement*

THRILLING FICTION GROUP

10 East 40th Street, New York 16
9 South Clinton Street, Chicago 6

Advance orders accepted now for:

SALES MANAGEMENT'S

1948 SURVEY OF BUYING POWER

SINGLE copies of the 1948 Survey will be available at $3.00 each. Since the supply of *Survey* issues is quickly exhausted every year, readers are advised to place advance orders now for extra copies.

Each SALES MANAGEMENT subscriber automatically receives one copy, but additional *Surveys* can be purchased at $3.00 each.

This year's *Survey of Buying Power* will include all of the time-tested columns plus several additions and improvements. A greatly amplified staff of economists, statisticians and researchers has developed the new 1947 sales, income and population figures on cities and counties which will appear in the *Survey*. In addition, an Editorial Advisory Board has been formed to recommend new features, check on techniques and pass on the final product. This board includes experts in the fields of sales management, market research, economic and consulting organizations, advertising agencies and government.

Write us now to reserve your extra copies. Price: $3.00 each.

Sales MANAGEMENT

386 Fourth Avenue, New York 16, N. Y.

And as for the diversions, well:

There are Horse Shows, ski-racing, the Shakespeare Festival, the Bath Assembly, British Industries Fair, London Music Festival, The Grand National Steeplechase, the already-famous Edinburg Festival which threatens to eclipse the European music festivals—all these and more.

Never before in her history has Britain *asked* for tourists. England was, more or less, the stopping-off point for people en route to the Continent. So that now, when tourists are not merely desirable but necessary, she is in the position of having to start from scratch in tourist-promotional activities. And she's not confining her promotion to the United States alone. Simultaneously the British Travel Association is running its campaign on the Continent and in South America.

To the French, for instance, a strong talking point is the fact that food prices in restaurants have been stabilized. Lunch, anyplace, is 60 cents. Dinner in the best places comes to a mere $2.00.

Britain needs your dollars. And she assures you you'll get your money's worth.

THE LAST WORD ON DONUTS

After this story on crullers we do-nut wish to have another word on the subject. At the moment, however, doughnuts are all over the place. First, as you read this you'll be knee-deep in National Donut Week. This is the 11th annual celebration. And the bakers who run up the morsel-with-the-hole-in-the-center are pushing National Donut Week as never before. They've gotten 80,000 restaurants and 100,000 independent grocery stores to promise cooperation—which means you'll be getting doughnuts plain, with ice cream and with or without your protest.

Also someone (Who could it be?) assigned bandleader Vaughan Monroe, who has acrobatic tonsils, and who was voted the country's most popular band leader, to introduce the new "Donut Song." While you listen to it you're supposed to be merrily dunking.

Bert Nevins, Inc., who takes charge of all the donut publicity, and works overtime, naturally, says that the theme for Donut Week will be "It's Fun to Dunk!" This ties in with the annual spring drive of the National Dunking Association, which boasts 3,000,000 members including Frank Sinatra. Which proves conclusively that donuts are not fattening.

In case you think dunking is "vulgah" . . . a newly patterned half-donut called "Dunkerett," which is to be used exclusively for those members of society who cannot bear to be caught with their pinkies in the coffee—has been introduced.

Emily Post's famous words that donut dunking is an entirely proper and lovable art provided the donut is broken in half before becoming engaged in the java bath, was the inspiration for the Dunkerett.

The National Dunking Association is a non-profit, non-political organization. It is honoring Emily Post who has "furthered the cause of dunking in America." Rumor hath it that she will get a gold-plated donut.

If you're advertising to the millions—be sure you

DEAL YOURSELF IN at the point of sale!

You see it happen every so often. A big advertiser spends a million dollars on a consumer campaign. Then he makes a brand preference survey to prove what a good job the campaign is doing. But when the sales curve is plotted, it's a different story!

Frequently, this is no reflection on either the campaign or the survey. It simply means that the advertiser has overlooked an obvious but very important factor.

He forgot to sell the dealer!

Too often, agencies and advertisers who can see the value of advertising to the *millions*, lose sight of the tremendous importance of talking shop to the *thousands* who buy and sell everything that those millions consume. For example—

A leading consumer publication claimed that its readers bought about twenty percent of all the radios sold in this country. That made it a good medium for radio manufacturers, and it has been profitably used by many—at around $10,000 a page.

Yet a *merchandising publication* in this field reaches the dealers who buy and sell *eighty percent* of all domestic radios—at about $500 a page.

The comparison is even more pointed if you're operating on a limited budget. For in that case, merchandising papers are the first, the most direct, and often the *only* approach to your market.

When your average dealer is in a business frame of mind—when he's thinking about making a better living by moving more goods off his shelves—he invariably turns to his favorite merchandising paper for help. (Where *else* can he get so much of it?) And that's the place to talk to him as a dealer—as the man who can deal you in (or out) *at the point of sale!*

P.S. If you haven't seen ABP's latest presentation on merchandising papers (and how to use them effectively) we'll be glad to mail you a copy. It's called "NOBODY PROFITS TILL SOMETHING IS SOLD."

THE ASSOCIATED BUSINESS PAPERS

205 East 42nd Street, New York 17, N.Y.

ABP's BUSINESS IS TO BOOST YOUR BUSINESS









PRESIDENT? Door closed? The Wall Street Journal sits on his desk every morning. Talks to *54,508* presidents, owners and partners *on the job*—and that's where the decisions are made.



VP? Ever count VP's? Big market, VP's. And hard to crack. But The Wall Street Journal does it. Reaches *20,893* of them every day. All kinds, big and small, in charge of this and in charge of that, from coast to coast.



SECRETARY-TREASURER? Wants his information straight. That's why *17,852* secretaries and treasurers *study* The Wall Street Journal every day—for daily business news, figures, reports, interpretations.



GENERAL MANAGER? Hard to talk to? Not for The Wall Street Journal! 6,838 general managers, supervisors, assistants—the men who turn the wheels—digest the *only* national business daily.



DEPARTMENT HEAD? The Wall Street Journal's in his department, all right. He *and* his protegés read it! That's another reason why circulation has jumped from 35,000 in '42 to over 120,000 today. In all, *25,266* department heads use it every day.



OTHER OFFICERS? Name them and The Wall Street Journal will deliver them. No casual readers, either. Reader traffic averages 75.6% per page. And what readers! Among them are *12,663* "other officers" and company directors.

THE WALL STREET J

DELIVERS MORE DECISION-MAKERS PER

Who buys what you sell?

NOT one, two or three—but many—decision-makers have the say on your product. Be sure you tell your story to all of them.

Many advertisers go into only vertical publications and hit specific industries. They reach the operating men, all right, but miss a good part of the higher echelon.

Don't ignore the top men because they're on top. They have the final say.

The most effective—most inexpensive way to reach these men is to advertise in The Wall Street Journal.

Here's a publication that really *penetrates*—to large and small business from coast to coast.

Here's a publication whose *circulation*—now over 120,000—has more than tripled in the last five years! But whose page *cost* per thousand is *down* 58% in the last five years!

Here's a *daily*—a *national* daily—a national *business* daily that means business to company presidents, directors, managers, as well as purchasing agents, supervisors and foremen. And that can mean plenty of business to you if you'll advertise in it consistently.

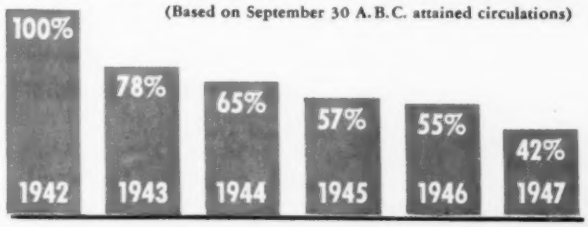
Where else does your advertising dollar buy twice as much today as five years ago?

Nowhere, but in The Wall Street Journal.

So if you want to talk to business and industry use The Wall Street Journal. It can't be beat!

PAGE COST PER THOUSAND DOWN 58% IN FIVE YEARS

(Based on September 30 A.B.C. attained circulations)





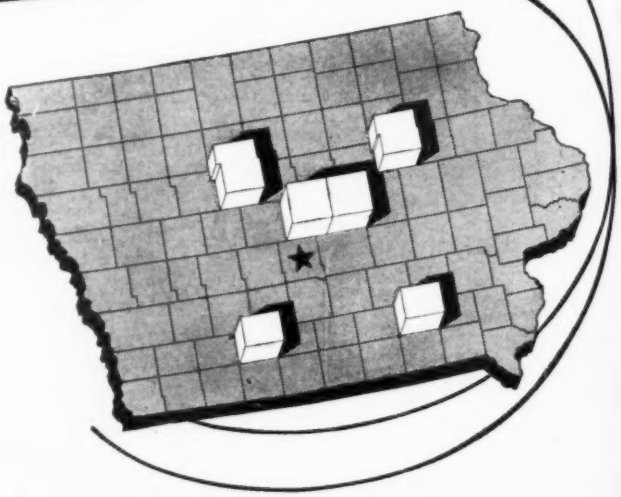


IT TAKES MORE THAN POWER

(which we have!)

to attract and hold an audience!

TAKE THESE SIX IOWA COUNTIES, FOR INSTANCE



WHO's tremendous listenership in Iowa proves that people in this State tune to *the best show* rather than simply to the *nearest* show!

Take the six widely-separated counties featured at the right. Every one of them has within its borders at least one good radio station, each with an excellent signal-strength throughout its home county. In addition, every radio home in those six counties can hear *many* other stations. Yet according to the 1947 Iowa Radio Audience Survey, from 5:00 a.m. through 6:00 p.m., *WHO at Des Moines has a 52.9% average listenership among the radio homes in those six counties!*

There is only one answer to such listener preference. That answer is *Top-Notch Programming—Outstanding Public Service.* Write for Survey and see for yourself.

WHO

+ *for* Iowa PLUS +

Des Moines . . . . 50,000 Watts
Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
FREE & PETERS, INC., National Representatives

NEWS REEL



CLIFFORD HOWCROFT

After one year as eastern sales representative for G-M Laboratories, Inc., is promoted to sales manager of the firm's SKAN photographic products line.



WILLIAM B. TERRY

Newly elected vice-president in charge of domestic and foreign sales for Julius Kayser & Co., has been a company director for the past few years.



RAYMOND T. DOHERTY

Joins General Division, York-Shipley, Inc., automatic heating equipment manufacturer, as supervisor of sales to manufacturers and national accounts.



HARRY M. NORDBERG

Appointed general sales manager for Pitney-Bowes, Inc., and will direct domestic sales of the company's full line of mailing and office machines.



JOHN R. HICKMAN

The newly appointed director of field sales personnel of The B. F. Goodrich Co., he has been with the company since 1944 and succeeds Dale Kramer.



I. L. GREENE

Former director of sales promotion and advertising, The Todd Co., Inc., is promoted to assistant general sales manager to head company's 32 zone managers.



UNITED STATES STEEL CORP.:

R. J. Ritchey (left) is appointed manager of the newly created Market Development Division, United States Steel Corporation of Delaware, and is succeeded as manager, Market Development Division, Carnegie-Illinois Corp., by R. C. Myers (right).



Before choosing any printing paper

Look at Levelcoat*

Look at Levelcoat... for brightness

Yes, for the clear brilliance that makes fine printing sparkle, look at Levelcoat.* Beautiful Levelcoat printing papers have body brightness, bred in the fiber itself. And surface luster born of clays as smooth and white as swan's down!

Look at Levelcoat... for smoothness

See it – feel it! Let your eyes and your fingers tell you how much smoother Levelcoat is. Here is an unusually fine coated paper. For Levelcoat is surfaced by a precision-controlled process... to give your printing the Levelcoat lift!



Look at Levelcoat... for printability

To pressmen, Levelcoat printability means beautiful, dependable performance, run after run. To advertisers it is an assurance that the most carefully wrought effects will come faithfully through the presses – subtly, glowingly alive!

IT PAYS TO LOOK AT LEVELCOAT

Levelcoat* PRINTING PAPERS

A product of Kimberly Clark research

Levelcoat printing papers are made in these grades: Trufect†, Kimfect†, Multifect† and Rotofect†.*

*TRADEMARK
†T. M. REG. U. S. PAT. OFF.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN



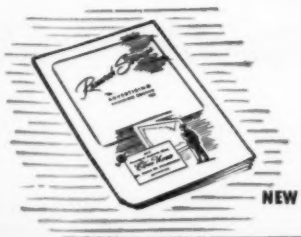
ACB Services keep sales executives in touch with remote dealer situations

ACB Tie-in Reports will keep you informed on dealer activity in any or all of the 1,393 shopping centers in which daily newspapers are published. When you examine an ACB Dealer Tie-in Report you can tell at a glance how your dealers are promoting your line in comparison to that of your competitive dealers. Your position in remote towns shows up clearly.

ACB Newspaper Research Reports submit evidence on such points as . . . is your advertising too light for the job, or, unnecessarily heavy . . . are your dealers cooperating . . . "pricings" . . . and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed . . . sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously.

SEND FOR FREE ACB CATALOG!



Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), *538 South Clark Street*

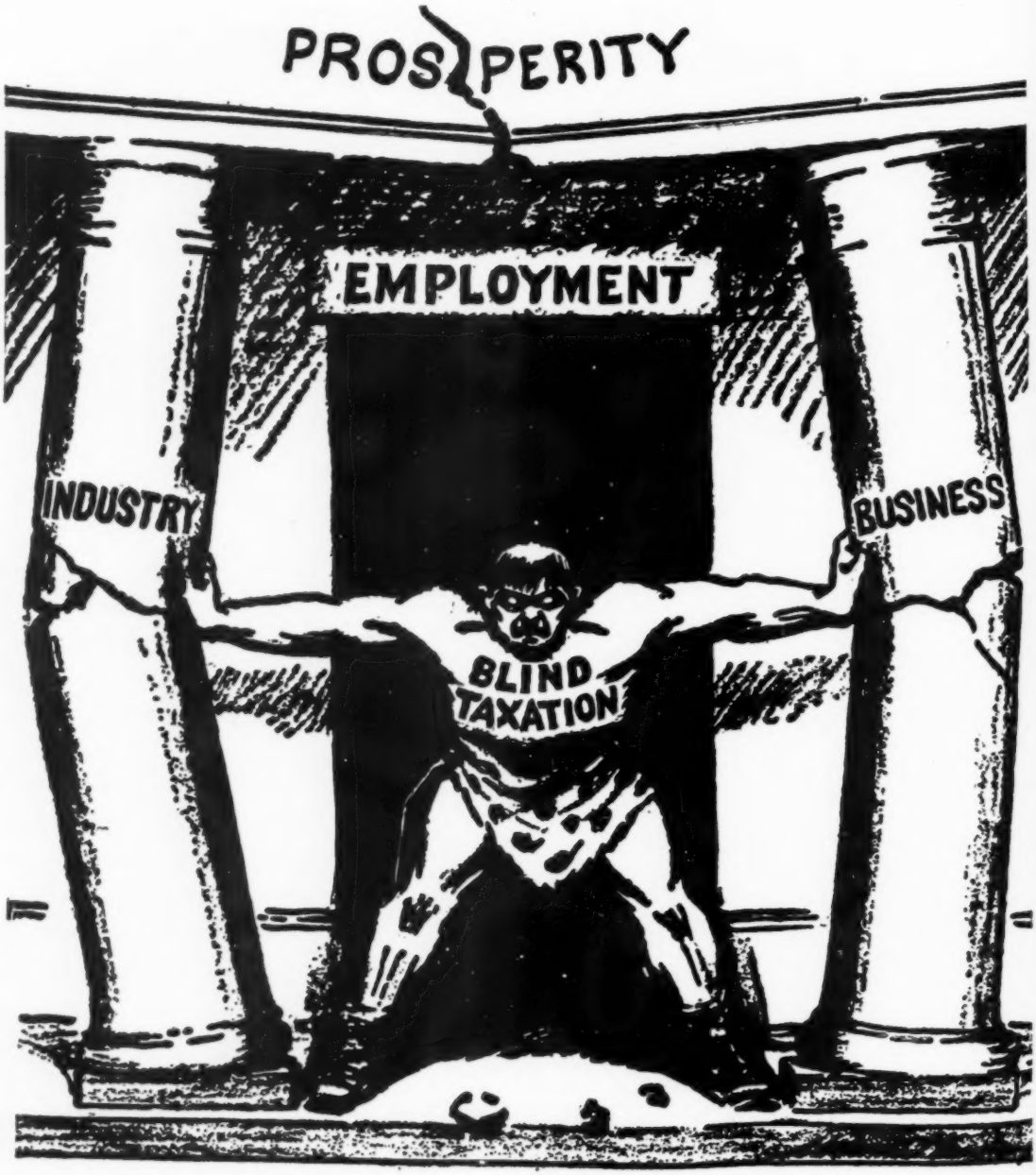
NEW YORK (16), *79 Madison Ave.* • SAN FRANCISCO (5), *16 First St.*

ACB

The ADVERTISING CHECKING BUREAU INC.

The Hearst Newspapers

A Primer



publish for the politicians

on Taxation

FROM AN EDITORIAL BY

William Randolph Hearst

PUBLISHED IN THE HEARST NEWSPAPERS APRIL 3, 1932

What is the effect of taxation on incomes?

To diminish the net income of the individual by the exact amount of the tax which the Government deducts from his or her income.

Does this diminish the purchasing power of the individual?

Obviously, to the exact extent that his or her income is diminished by the tax.

What is the effect of this decrease in purchasing power on the part of the individuals who constitute the community?

As previously stated any decrease in the purchasing power of the individuals who constitute the community

...decreases the buying at the shops,
...decreases the business of the shops,
...decreases employment at the shops,
...decreases the orders of the shops from the factories,
...decreases the business of the factories,
...decreases employment at the factories,
...decreases the orders of the factories for raw materials from the farms and mines,
...decreases employment not only among the laborers, but among the so-called white-collar men who transact business and record the transaction of business when there is business.

Then does prosperity depend absolutely upon the purchasing power of the individual?

It does, and the money the individual gives to the Government he or she cannot spend in buying, or building, or doing any kind of business, or giving any kind of employment, except to the tax collectors.

W R Hearst

Today, the Hearst Newspapers still point out that taxes are dangerously high.

Prices cannot come down as long as wages rise and the government continues its heavy purchases for shipment abroad.

The only possible relief for the American people and the American pocketbook is tax relief. Taxes can be cut. They should be cut. And those who oppose cutting them are kicking the props from under our standard of life.

ONE HUNDRED SEVENTY-TWO THOUSAND INQUIRIES *can't be wrong!*

IN the past 3½ years, PROGRESSIVE ARCHITECTURE has drawn 172,180 inquiries from its readers—the professional specifiers of building products — for detailed data and working information on materials, products and equipment.

The record, by years:

May-Dec. 1944 . 23,042
Jan.-Dec. 1945 . 46,742
Jan.-Dec. 1946 . 50,050
Jan.-Dec. 1947 . 52,346
TOTAL 172,180

Two conclusions can be drawn —1) interest in information about *your products* is increasing, and 2) PROGRESSIVE ARCHITECTURE is the magazine that the professionals turn to for practical help in the use of materials, products and equipment for sound building design.

Are you putting your advertising where these 20,000 building design professionals will act on it?

NOW IN PREPARATION: "How To Train Your Salesmen To Sell Successfully To Architectural Organizations." Reserve your copy now. Distribution will be limited.

Progressive Architecture
330 W. 42nd St.
New York 18, N. Y.

A REINHOLD PUBLICATION



BY T. HARRY THOMPSON

Looking back, I sometimes wonder why I voted for Woodrow Wilson. It was during his administration that the pernicious income-tax fastened itself like a leech on the body politic.

•

Being grounded with bronchitis for a little over two weeks gave me a chance to read "Lo, the Former Egyptian," by H. Allen Smith, one of my favorite authors. Allen is a purist, yet he writes *britches* for breeches and *crick* for creek.

•

I got a grin out of his introduction to this latest book. He tells how he killed the editor who suggested the title: "My Mummy Was an Egyptian."

•

You may like this definition of a wolf from *The Armstrong Paint-Pot:* "A guy who knows all the ankles."

•

And *Kasco Informant* makes sense with this capsule: "Big shots are simply small shots who keep on shooting."

•

". . . from Steinway & Sons, whose reputation for quality and service have endured through 95 years." It have?

•

Right from the feed-box comes this answer to the column's query as to whether Rand McNally was one man or two. Harmon Woodworth, sales-promotion manager, says *two* . . . William H. Rand and Andrew McNally. Mr. Rand retired in 1900, but three generations of McNallys have carried on.

•

NIT—"You say the columnist was able to rationalize his bronchitis?"
WIT—"Yeah; he told the nurse: 'Anything for a wheeze'."

•

The Missus and I sent six food-packages overseas just before the Holidays. Five were delivered intact, but the sixth had been "pilfered," a card enclosed said. Thieves, too, get hungry, I guess.

•

As this is written, I am still in a slow burn over having missed the Poor Richard Club's annual banquet. My check for $27.50 becomes a donation, I suppose, since I expected to make it, right up to the last moment.

•

Even more galling was having to forego the Philco Distributor Convention in Palm Beach. Two bags fully packed just sat and leered at me as I chewed on a clinical thermometer. The culprit: Virus X, or reasonable facsimile.

•

HEADLINE PARADE

Never too old to earn.—*Caption in "Pathfinder."*

How do you doodle?—*Comptometer.*

Make hay *where* the sun shines.—State of Florida.

The Anatomy of Inflation.—*Article in "Banking."*

When does a man start slipping?—*U. S. Savings Bonds.*

Don't make a move . . . without calling Lincoln Warehouse Corporation.

Foul-Weather Friend.—*Hartford Insurance.*

Traffic-Cop of the Airways.—*Exide Batteries.*

Does your product suffer from "Fallen Starches"?—*"Liberty."*

•

Keystone Automobile Club has inaugurated radio-telephone road-patrol service, with tow-trucks also linked by radio for emergencies.

•

After four tries, Kasco Mills succeeded in mailing me a souvenir phonograph-record in one piece. Even the fourth was cracked, but playable. I especially liked the singing commercial in Swiss yodel style: "Oh, See 'Em Layee." The reference is to the hens fed on Kasco poultry-prodders.

•

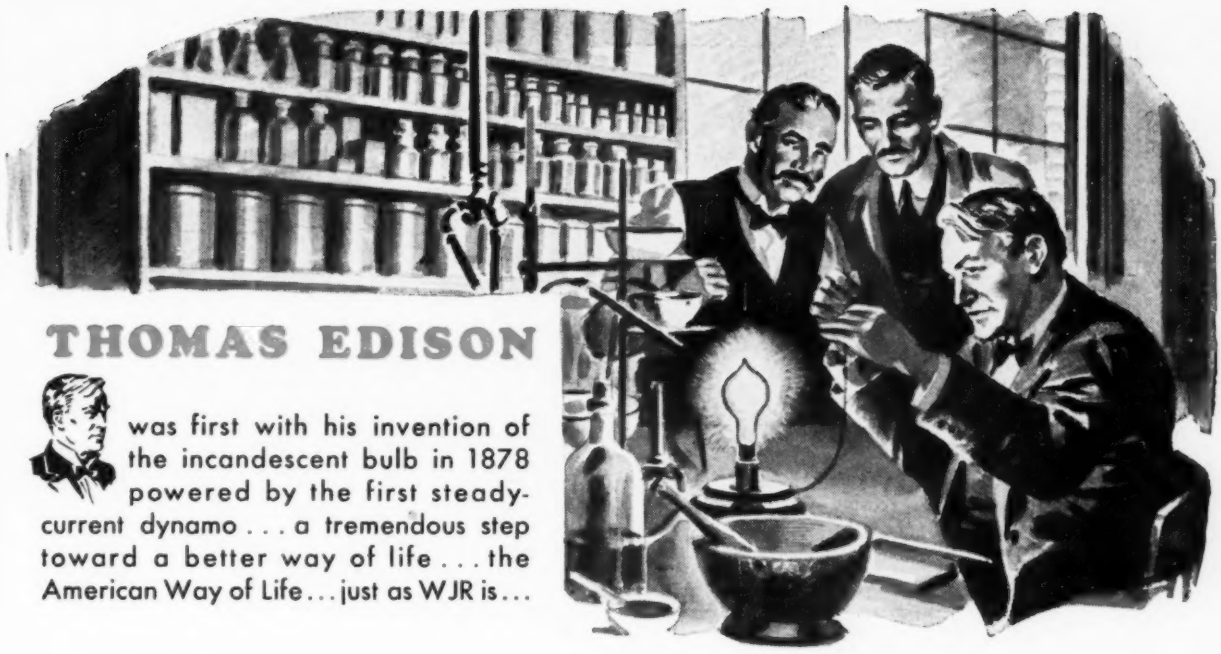
Aside to Zell Hart Hurlburt, New York manager of the Warren (Ohio) *Tribune Chronicle,* and his Girl Friday: Thanks for the De-Ge Eyeglass-Cleaner. It's a handy little gizmo.

•

I like those quiz-programs where they ask the small fry what they want to be when they grow up. I have yet to hear any of them say: "An advertising-man."

•

No statesman I, I fail to see how pouring American dollars into Europe (except for food) can stay the



THOMAS EDISON

was first with his invention of the incandescent bulb in 1878 powered by the first steady-current dynamo . . . a tremendous step toward a better way of life . . . the American Way of Life . . . just as WJR is . . .

first

IN POWER AND RESULTS

MICHIGAN'S GREATEST ADVERTISING MEDIUM



50,000 WATTS

WJR

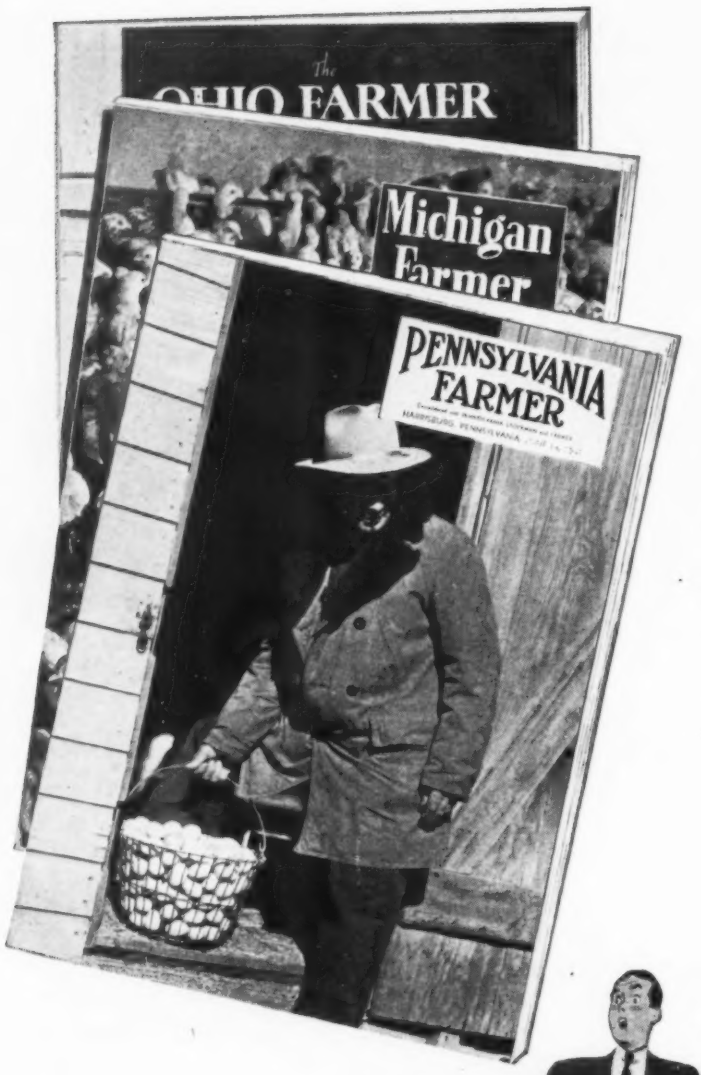
CBS

THE GOODWILL STATION FISHER BLDG. **DETROIT**

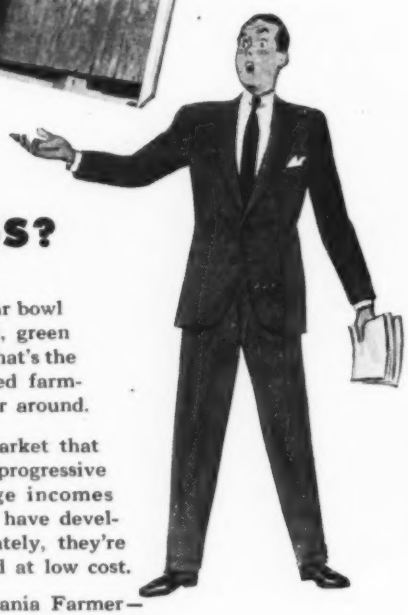
Represented by PETRY

G. A. RICHARDS
Pres.

HARRY WISMER
Asst. to the Pres.



$256 A WEEK
...JUST FOR EGGS?



Yep, egg money has outgrown the pantry sugar bowl on Pennsylvania farms. It adds up to real, green folding bills when the last crate is packed. That's the big advantage of Pennsylvania's diversified farming—there's *always* a money crop the year around.

Here is the kind of substantial farm market that pays big dividends for quality products—progressive farm families with better-than-average incomes year after year. Prosperous folks who have developed sound spending habits. Fortunately, they're easy to reach with your message, and at low cost.

One magazine alone—The Pennsylvania Farmer—covers more than 71% of the prosperous farm families in Pennsylvania. And because it is the home farm paper, it is read with more interest by these quality-conscious buyers. Let us tell you more about it.



The Golden Crescent Farm Market

RURALLY RICH—POLITICALLY POWERFUL

For information on all 3 papers address

PENNSYLVANIA FARMER Harrisburg, Pa.
OHIO FARMER 1013-L Rockwell Cleveland, Ohio
MICHIGAN FARMER East Lansing, Mich.

hand of Stalin. When Uncle Joe gets ready, he'll take Europe *and* our ERP money.

•

An old friend in Bristol, England, sent a flock of local newspapers. I cased them for something to comment upon here, and found only this news-head: "Girl Who Bit Policeman Spent Christmas at Home," and this little ad: "Lamb's fine old Navy Rum . . . That's the Spirit."

•

Too bad so many of our boys want to be white-collar execs. They'd have more independence, more security, more dough in the bank if they became electricians, plumbers, or radio repairmen.

•

Aside to Ken Keen: When am I going to see "Cotton Rules the Weaves" in print? Ditto to Wes Ecoff: When is Dexdale Hosiery going to say: "Sheerest thing you know"?

•

"Who wants to hibernate all Winter?" asks New York's Hotel Commodore. *I* do.

•

The Duchess of Windsor says pfui on the new look, because *her* legs are still *seeworthy*.

•

Aside to Jim Shirreffs: Thanks for sending me the Southern California Review number of the Los Angeles *Examiner*. Nice country you got there.

•

Henry Obermeyer says an *average* is arrived at by dividing the sum-total of one factor by the number of another. A half-way, or middle, position, at which there is an equal number of larger and smaller units, is a "median."

•

The same correspondent sends an ABC formula comprising the three steps of advertising, which is clearer to me than the difference between an average and a median:

(a) Arouse interest.
(b) Banish ignorance.
(c) Convert indifference.

•

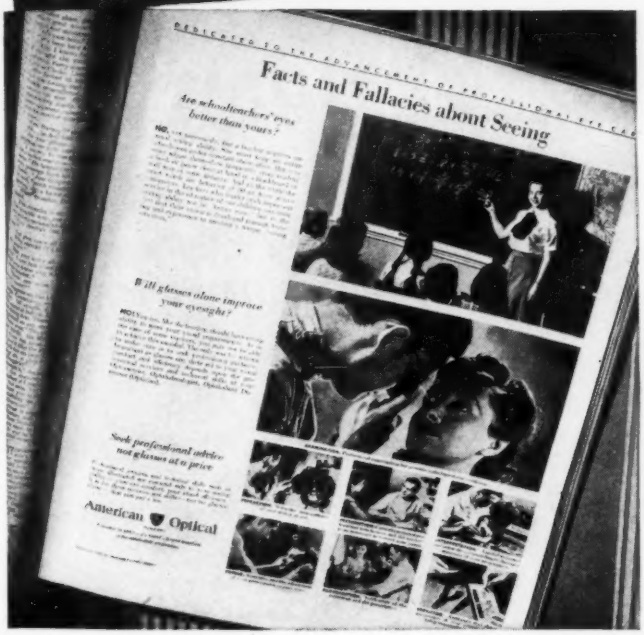
John Love thinks Walter Weir is too hard on "tripe," which is "an important part of the digestive organs of ruminants, and directly responsible for the creation of roast beef, steaks, sirloins, potroasts, and beefsteak-puddings."

•

Kasco Mills says a mouthful on a postal: "The old-age pension isn't so big that you can afford to be disrespectful to your children."

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.
Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH
MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT



QUESTION–AND–ANSWER ads consistently rate high on read–most cost ratios. American Optical Company, BBDO Boston client, combines this proved technique with a curiosity–provoking headline and a novel horizontal–band layout to sell the idea that eye comfort and visual efficiency depend primarily on professional and technical services––that glasses alone will not improve eyesight.



UNCANNY FACTS is apt title for new Continental Can Company series now running in Time and Business Week. Format permits mention of several of Continental's big family of products in each ad, while sustaining interest. When ads like this ran in 15 plant city newspapers in 1947, 72 per cent of local businessmen reported reading most of copy . . . hence decision to adapt for businessmen nationally.



MILES OF LEGWORK, weeks of research go into every one of these Armstrong Cork Company ads. Reward is the flood of requests for blow–ups received from top industrial executives, engineers and technical schools throughout the country. Each ad peeks inside a whole industry ––an industry with a problem of keeping heat or cold where it belongs. Trade associations help insure accuracy.



WELDER'S DAUGHTER christens first of 2,000 new steel boxcars with Mississippi River water in presence of Charles E. Denney, President of Northern Pacific. Since 1940, BBDO Minneapolis has been helping establish NP as "The Main Street of the Northwest." Recent friend–making suggestion: gift corsages on transcontinental runs––holly at Christmas and local flowers for other special days.

There Are TWO Sides to The DETROIT Story!



Among the Nation's 5 Largest Cities, **DETROIT** *is . . .*

FIRST *in effective buying income per family!*

FIRST *in retail sales per family!*

FIRST *in factory weekly earnings!*

FIRST *in factory wage rates!*

FIRST *in home ownership!*

FIRST *in drug store sales per family!*

SECOND *in food sales per family!*

SECOND *in car ownership!*

THIRD *in factory employment!*

FOURTH *in population!*

Among Detroit's 3 Newspapers, **The DETROIT NEWS** *is . . .*

FIRST *in trading area circulation weekdays and Sundays!*

FIRST *in home-delivered circulation . . .*

FIRST *in total advertising lineage!*

FIRST *in practically every major classification of retail and national advertising!*

FIRST *in classified advertising—more lineage than both other papers combined!*

FIRST *in effective circulation—reaching 65% of Detroit's auto owners, 64% of the home owners, 63% of the total income!*

423,493 total weekday circulation—
538,751 total Sunday circulation



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

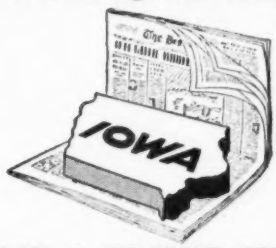


Oh, they're salesmen . . . they always do that when they enter the rich IOWA territory!

Yes, Iowa is fertile ground for sales—because you can reach the whole state as easily as you reach one city! The Des Moines Sunday Register brings you 67% of the state-wide market in one newspaper—a bundle of buying power that ranks with the top 20 cities in America. You can reach it for a milline rate of only $1.66.

ABC Circulation March 31, 1947:
Daily 365,559—Sunday 480,803

THE DES MOINES REGISTER AND TRIBUNE



PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES

Basic Member American Newspaper Advertising Network



Libbey Heat-Treated Tumblers. What a premium promotion story! These amazing tumblers last from 3 to 5 times longer than ordinary tumblers.



Libbey Pre-Packed Tumbler Sets. Sparkling colors and charming designs to catch customers' eyes . . . make compelling premium promotion pieces.



Profit-Making Pre-Packing. Gay designs for selling-displays . . . sturdy boxes to minimize handling and storage problems.



Guaranteed "Safedge." All Libbey Heat-Treated Tumblers and Libbey Pre-Packed Tumblers are guaranteed: "A new glass if the 'Safedge' ever chips."

Why your best *Premium* bets are Libbey Tumblers . . .



Here are *facts* that point the way to *sensational* premium deals for *you!*

29.9% of women interviewed preferred *tumblers* as premiums. This percentage is almost *three times* as much as for the next most popular item . . . more than the *total* for the next five.

Powerful advertising in LIFE and other top-ranking national magazines has joined the name Libbey with fine glassware in the minds of millions of people from coast to coast . . . a vast field for your premium promotion.

Make your next premium Libbey Heat-Treated Tumblers or Libbey Pre-Packed Tumbler Sets. Cash-in on this overwhelming preference. The experience of our complete Premium Department is at your service. Write directly to us.

LIBBEY GLASS **PREMIUMS**

Libbey Safedge

Copyright 1948, Libbey Glass, Division of Owens-Illinois Glass Company, Toledo 1, Ohio



NEW WORLD HEADQUARTERS of Rexall Drug Company in Los Angeles, including one of the world's largest drug stores—now doing one of the largest volumes of business of any drug store in America.

Retail sales now at the rate of 4 billion a year in *America's third largest market!*

GET THE FACTS ON LOS ANGELES . . . NOW AVAILABLE



The Research Department of The Times has just completed a comprehensive survey of the Los Angeles area. Studies of population trends, sales analyses, buying habits, routes, etc. Write today for a FREE copy of "*Los Angeles – City Without Limits.*" Full details of the many Times studies on America's Third Market.

AMERICA IS MOVING WEST . . . *TO STAY!* People buy where people are. Today more people live in Los Angeles County than in Philadelphia or Detroit. Retail sales are running at $1120 per capita. Multiply this by 3,908,477 people and you get an idea of this dynamic market. New department stores valued at 43 millions have been built here since V-J Day. Plans are completed for others totaling 35 million. That's proof spending customers are here. Tell them in *The Times* . . . largest home delivery in the West!

CIRCULATION – ABC Audit Report for twelve months ending March 31, 1947: Daily, 400,811; Sunday, 747,852

LOS ANGELES TIMES

REPRESENTED BY CRESMER & WOODWARD, INC. – NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

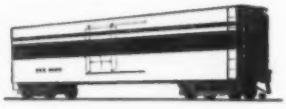


All in one package!

You must have thought often of the mighty important role shipping plays in your business and private life, for you depend on shipping for practically everything you eat, wear or otherwise use . . .

We of Railway Express know how diverse shipping requirements can be. With the addition of hundreds of new express cars, motor vehicles and other equipment, we are building our service to meet every one of your transportation needs.

Such improvements, as well as rising maintenance and operating costs, have made higher charges inevitable—but these charges will aid us in making Railway Express the *high standard* shipping service for you and for all America.



RAILWAY EXPRESS



. . . Maintains 23,000 offices (there's one near your factory, office or home)... Uses 10,000 passenger trains daily . . . Has 18,000 motor vehicles in its pick-up and delivery services . . . Offers *extra-fast* Air Express with direct service to 1,078 cities and towns.

RAILWAY EXPRESS AGENCY

NATION-WIDE RAIL-AIR SERVICE

WASHINGTON BULLETIN BOARD

New Business Census?

Is the Census Bureau conducting a new kind of Business Census?

The Bureau is testing out in one or two cities a new check list on which retail outlets would show the major commodities and products which they sell, but would not indicate the dollar volume. Chief value of this tabulation would be to show for each area (including county units) the number of outlets and the various kinds of retailers handling individual products. Reason for this test is the difficulty encountered in the 1940 Census in obtaining accurate dollar sales figures, since a great many retailers in small geographical areas are not equipped to furnish such figures—and this resulted in many cases in a distortion of sales figures. Census Bureau is still receptive to suggestions from sales executives as to the kind of information they need most in sales planning.

(Note: It is still up to Congress whether a Business Census will be authorized for 1948 or 1950.)

Factory Wage Increases

How much have factory wages increased?

The purchasing power of American factory workers has doubled in the 35 years since the Labor Department was established, figures from that Government agency indicate.

Average weekly earnings have gone up from $11 in 1913 to a current level of about $51. Measured in terms of what money could buy, today's average worker had a wage of $22 to match against $11 of his 1913 counterpart. In addition, the work week is 2.9 hours shorter.

At the same time, the Department of Commerce reports that consumers (of all classes) spent $20,000,000,000 more last year than in 1946. However, it stated that most of the increase "stemmed from higher prices." Consumer incomes were up to a record of $197,000,000,000 before taxes. . . . After taxes it was $175,000,000,000, 16 billion more than in 1946.

The amount of goods purchased (in 1947) increased sharply in the durable goods field, such as autos, washing machines, refrigerators, furniture . . . but apart from that "changes in the volume of consumption were small."

More Taxes for Business?

Will business be taxed more—or less?

Amid much talk of a renewal of excess profits taxes, the important Finance Committee has expressed opposition to any and all proposals, declaring that any revival of excess profits taxes would operate against production.

Relief of other taxes on business are proposed. Five major problems listed for consideration for tax reform, outside of the personal income tax, include: depreciation allowances, stock options, taxing the gains which alien investors realize from trading in this country, trading on the commodity exchanges, and transportation and communication taxes.

It is generally expected that individual income taxes will be the first to gain relief. Congress however, is determined to discuss ways and means for business relief from heavy taxation, and it can be expected that this will be the next order of business after the personal tax field has been covered.

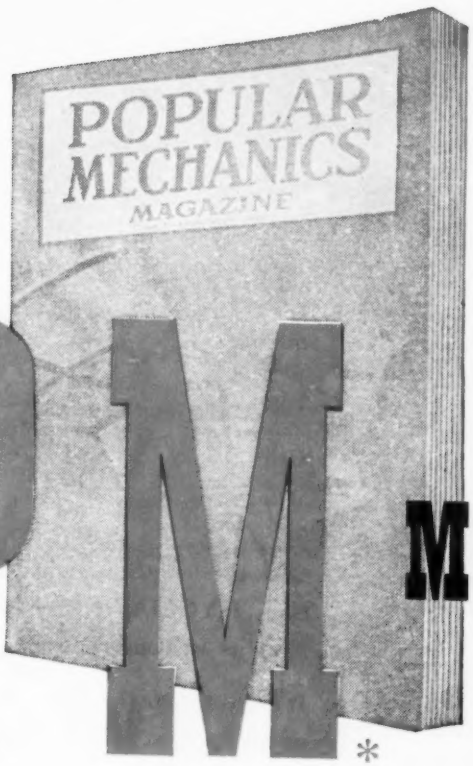
Salesmen's Status

What is the status of the proposal to blanket various outside salesmen under Social Security?

The situation here is still uncertain. The House by overwhelming vote has approved a bill by Rep. Bertrand W. Gearhart (R., Calif.) directing the Treasury to withhold the proposed order. Gearhart maintains the order would re-define "employee" so as to cover salesman, newspaper and magazine vendors, and others engaged in "normally independent operations." He said Congress did not intend to cover "Fuller Brush people" in the Social Security Act. Nub of the issue is the degree of control exercised by the employer over such "independent" salesmen. The



To sell anything* men buy...



Reach the P.M. Mind

Your advertising gets more readers per thousand circulation in POPULAR MECHANICS because our readers—having the P.M. Mind—read ads deliberately.

That means ANYTHING from shoes to shampoo . . . razors to raincoats . . . ties to tires . . . watches, cars, radios, golf balls, pipe tobacco, cameras, shotguns, fishing rods, railway vacation trips — a list without end.

More than ONE MILLION circulation . . . more than 4½ MILLION male readers



Mother Trusts HYGEIA, Too



Like the lengthened shadow of the family physician, HYGEIA reaches into homes everywhere with its welcome information on health.

It helps the mother plan the diet of every member of the family . . . start the baby right . . . clothe and train him for healthful living through childhood and adolescence . . . protect her own health and manage the home efficiently.

HYGEIA's reliable factual articles and trustworthy advertising give it a constant high rating with this practical-minded family buyer.

Mothers will have confidence in what you tell them about *your* product in HYGEIA, too. *It's a medium you can ill afford to overlook.*

Hygeia THE HEALTH MAGAZINE OF THE AMERICAN MEDICAL ASSOCIATION
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS

Treasury maintains that its proposed order was in accordance with Supreme Court decisions. Probable Senate action on the House bill was not immediately predictable—but it is likely the Treasury will make no further move for the time being.

County-by-County Data

When will more recent county-by-county employment data be available?

The 1946 county-by-county data compiled by the Department of Commerce, based on Social Security records, (and still available) proved so valuable to business the Department is now planning to supplement it with similar data based on 1947 records.

However, officials do not believe tabulation and publication can be completed before next fall. In the meantime, the Office of Foreign and Domestic Commerce will supply you upon request with the addresses of agencies in all states which are prepared to furnish 1947 data, and individual requests for such data may be addressed to those state agencies. [Editor's Note: The available data for states and for leading counties and cities will be a feature of SM's May 10 *Survey of Buying Power.*]

Military Purchasing

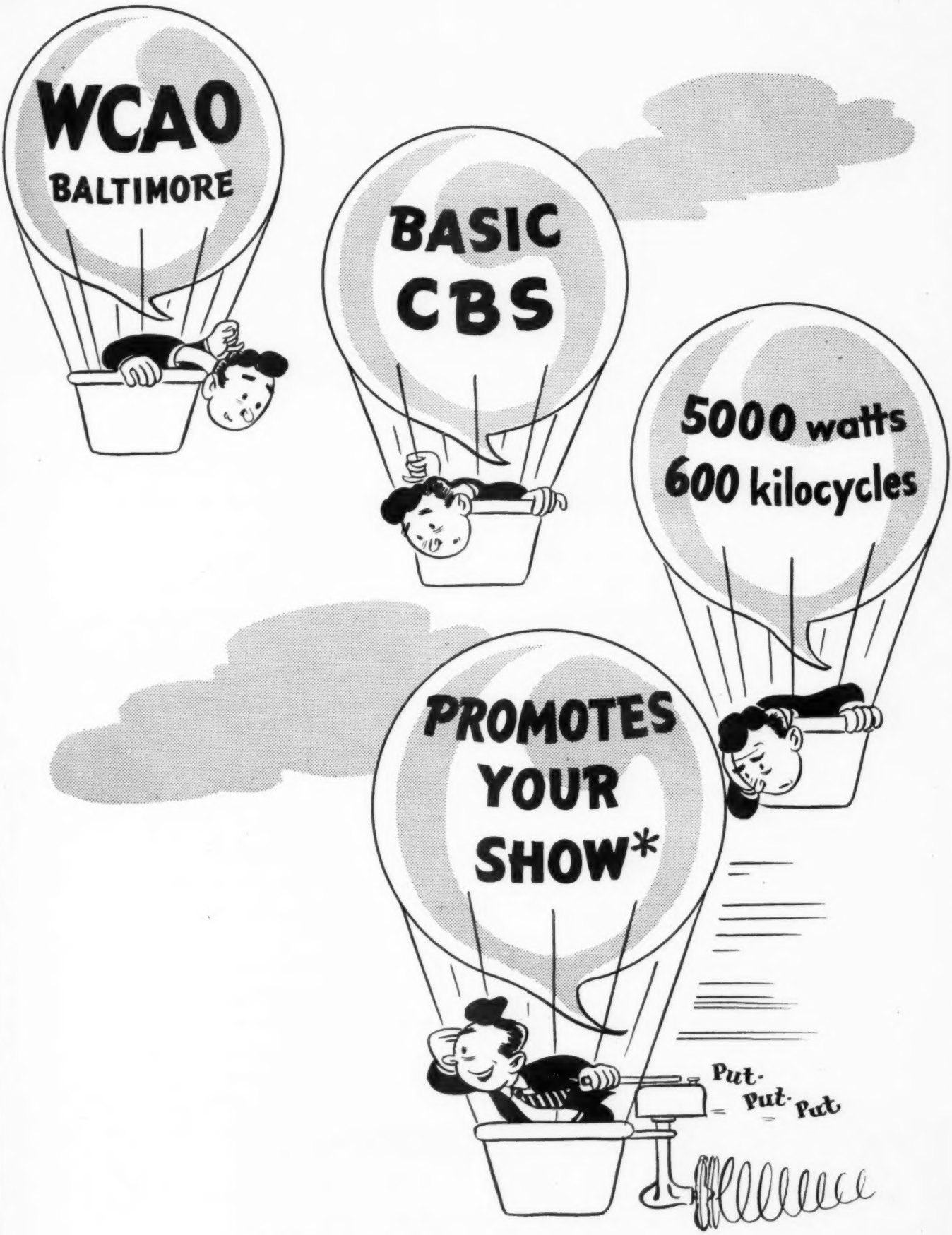
Have all sales to the military services been put on a bid basis?

Practically all. The President has signed a bill (H.R. 1366) which requires the Army and Navy to advertise for bids on the bulk of their supplies. It prohibits cost-plus-a-percentage-of-cost contracts. Cost-plus-fixed-fee contracts are allowed, but generally the fee cannot exceed 10%. The law spells out a policy of buying from small business when it would not be disadvantageous to the Government.

Export Control Policy

Where can we get an authoritative interpretation of the new export control policy?

Best official discussion of this rather complicated policy available to date is contained in the February 28 issue of *Foreign Commerce Weekly*, published by the Department of Commerce and available from the Department. Anyone making sales abroad, or contemplating them, will find it useful.



"Always giving something extra!"

*Just ask your
Raymer representative



Use Brush and Paint to Write Big Orders

One shaving brush equals one man. One shaving brush *plus* one lipstick totals one *Family*. From there on multiply!

For proof notice how quickly the shelf and family medicine cabinet are filled with Baby Powder...Hand Soap...Soap Flakes ...Oil...Lotions...Razor Blades...Bobby Pins...Nose-Drops...

On grows the list and up go the sales of advertisers who sell the family Market!

Families are always buying. They are a constant market for all goods and young families in the process of accumulation *buy more of everything.*

In Chicago, the Herald-American is the preferred newspaper of young, active, on-the-way-up families. It is their kind of a newspaper. It publishes more of their favorite features, gives them greater news coverage quickly and concisely.

In Chicago, you sell more by advertising in the Herald-American because it goes into the home, reaches and sells the whole family.

You can profitably influence the purchases of over 500,000 families each evening and more than a million on Sunday by placing your advertising in the

Chicago HERALD-AMERICAN

EVENING AND SUNDAY—*when the whole family is together!*

Nationally Represented by HEARST ADVERTISING SERVICE

Going Steady!



For years Memphis' population and effective buying income have been a huggin' and a chalkin', with the latter getting heftier and heftier every year. In 1946, for instance, Memphis' effective buying income gained approximately 101 million dollars*, an increase which changed Memphis' national ranking in this category from 40th position in 1945 to 28th place in 1946* . . . But Memphis' population was putting on some weight, too . . . from 32nd position in 1945 to 31st in the nation in 1946*.

All of which adds up to the fact that this highly compatible couple offers the advertiser a splendid potential for increased sales at a remarkably low dollar investment, particularly when BOTH Memphis newspapers are used at an optional combination rate savings of 13¢ per line.

**Sales Management Survey of Buying Power, 1947*

The **COMMERCIAL APPEAL**



Memphis **PRESS-SCIMITAR**

America's most fashion-conscious women read the Herald Tribune. They have been attracted to it through years of more-and-better fashion news in its editorial and advertising pages. In 1947, the Herald Tribune published more than a quarter-million lines of fashion news editorially—more than any other New York newspaper.
In the past ten years, the Herald Tribune published more than 33,000,000 lines of fashion advertising.
The net of it is that fashion advertising in the Herald Tribune means extraordinary returns in sales. In evidence is the remarkable record of New York department stores who, for nine consecutive years have made the Herald Tribune first in America for dress advertising. If your sales success depends upon selling an idea to fashion-conscious women, the New York Herald Tribune is your best advertising buy.



the New York Herald Tribune does most to put fashion-buying ideas into her head



SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT *for the fortnight ending March* 15, 1948

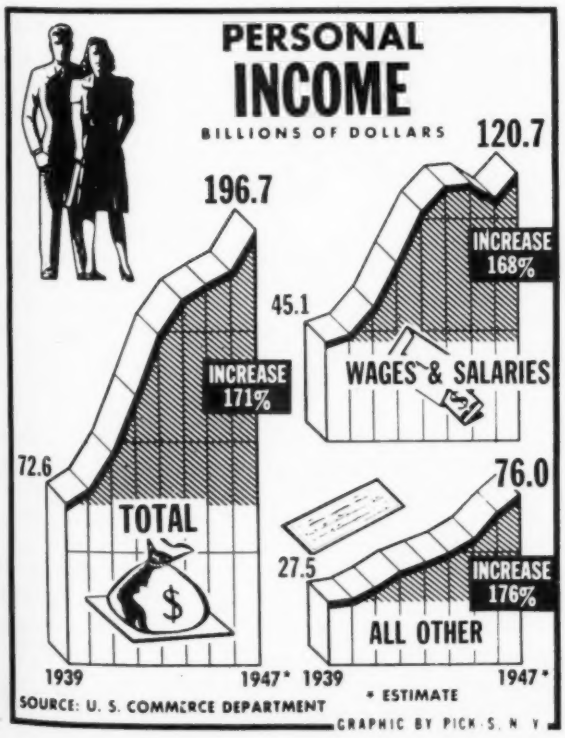
STEERING THE SALESMEN

We were reminded last week by one of the Coca-Cola home office executives that we had been somewhat irregular in publishing material under this heading. For the benefit of those who didn't happen to read previous installments, this is the idea: Salesmen are bombarded with objections hour after hour, some real, some frivolous. Good sales training will give them the answers to objections about the product, the pricing, the service and other matters within the control of the company, but what are you giving to the salesmen to help them overcome fear hysteria in the minds of their prospects?

If buyers think that we are just about to get in another war, or that we are going to have uncontrolled inflation, or deflation ending in a bad depression, then they are going to stall off making all but the most necessary purchases. Consequently, it seems like a smart idea to provide the sales force at least once a month with facts and best opinions on the state of the Nation and the world.

The material can go to them in special bulletins or in house organs. It can be gathered by you from reading the newspapers, listening to good commentators and by scanning the best business magazines and business services. Hereafter SALES MANAGEMENT will regularly—once a month—do its part by assembling helpful material. Use it freely. Don't bother about the copyright notice. Credit us or not, just as you prefer.

In *The New York Times* Sunday Magazine, February 29, an article by Sumner H. Slichter provides a very good survey of our economy today. Dr. Slichter is a Harvard professor who has earned the respect of business and financial leaders because of his sound thinking and able forecasting. From 1942 to 1947 he headed the Research Advisory Board of the Committee for Economic Development. In his analysis he examined the principal weak points and strong points in the present situation.



The Worst Side of the Picture

1. The rate of savings by individuals is so low (about the same as in 1937) that widespread fears of a recession might easily cause the rate of individual savings to rise, thus weakening the demand for consumer goods.

2. The abnormally high rate of expenditures on food and drink creates the possibility of a substantial drop in the demand for these goods.

3. Considerable progress has been made in catching up on accumulated demand for consumer durables. Radios, for example, are now easy to buy; passenger car registrations increased by about 2.3 million during the last year and are now at an all-time high.

4. The cost of building is high and the prices of building materials have risen more than most prices. Expectation of lower building costs could produce a considerable postponment of construction.

5. Banks are tightening up on loans. The holdings of cash and Government securities by enterprises have dropped substantially. Current assets now consist far more of inventories and accounts receivable than was true a year ago.

6. The dollar value of inventories increased during the past 12 months by more than 20%. The inventory situation in relation to dollar sales volume is not alarming but it is the relationship of inventories to *future* sales, not *present* sales which is important.

7. Exports are not likely to rise further and imports are slowly growing as the rest of the world recovers its capacity to produce.

8. A third round of wage increases has started; higher prices may bring about decreased expenditures and a drop in employment.

These are the worst possibilities as seen by Dr. Slichter, but remember that they are only possibilities. They are not very impressive when considered in connection with the strong features which follow. Dr. Slichter says, "As a matter of fact, the condition of the economy is still very strong—stronger than most Americans and foreigners realize."

America Is Strong Now, Because—

1. No general weakness in agricultural prices is likely —especially not in meat and dairy products. As goes the farmer, so goes the Nation.

2. Personal holdings of currency and demand deposits have increased four-fold since 1940, but expenditures on consumer goods and on personal taxes have only increased about 2.5 times. Although we think of prices as being high, the prices of non-farm and non-food products as a whole are considerably below the peaks of 1920 and in comparing prices now and in 1920, one should remember that hourly earnings today are twice as high as they were in 1920.

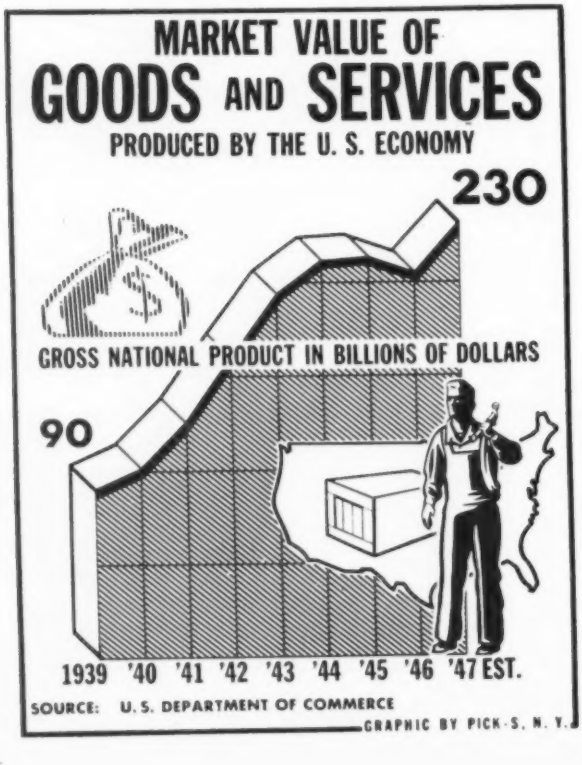
3. We are not badly in debt. In 1940 private debt was two-thirds *larger* than the annual national income, but today it is over 10% *smaller*.

4. The backlog of demand is still huge. 833,000 dwelling units were completed in 1947 but the number of families in the country increased about 1 million. Demand for new housing is consequently greater than it was even a year ago. Despite the fact that per capita *real income* is 30% above pre-war, the number of families living doubled up is more than 50% greater than before the war. . . . Even though we made a lot of automobiles last year, the ratio of cars to families is less than in 1940 when incomes were much lower. The average age of cars today is 9 years in comparison with the average age of 5.5 years before the war.

5. Industry is producing nearly 70% more physical output than in 1929, but it is doing it in large part with old and obsolete equipment. Capital per worker, which ordinarily increases at about 2% a year, is smaller than it was 20 years ago.

6. There is a huge accumulated need on the part of states and cities for streets, roads, schools, hospitals and other public works.

7. Since the war, most of the business spending for capital goods has been for replacement. In 1940 we spent 5.5% of our income for new business construction; in 1947 only 2.5%.



8. Consumers continue to hold huge amounts of cash, bank deposits and bonds, and consumer indebtedness is abnormally low in relation to real consumer income. In the fourth quarter of 1947, incomes after taxes were 2.4 times as large as the average for 1940, but consumer credit has increased only 46%.

9. An important element of strength is that a high level of production has been maintained in the face of stiff taxes and a large surplus in the Federal budget. This means that the Government has the powerful instrument of tax reduction to use, if necessary, in halting a recession.

Dr. Slichter says that the many strong features do not assure that the country will not escape some recession but they make an early recession unlikely and indicate that, if one occurs, it will be mild. The drastic drop in grain prices has greatly strengthened the economy and has improved the prospect that the country can get back to normal activities without experiencing a bad recession.

A MORE NORMAL MARKET

Outside of a few durable goods items, the "buyers' market" is here, but any man who deserves to call himself a salesman should welcome the opportunity to prove that he *is* a salesman. Buyers' markets are merely normal markets—where the buyers' *choice,* not the buyers' *necessity,* dictates the sale.

There are many evidences of a return to selling methods which were almost non-existent during the days of easy selling and allocation. Hotels all over the country report that—fortunately for them—salesmen travel is picking up as pleasure travel turns downward. . . . Buyers no longer are entertaining salesmen. . . . "Free deals" are coming back. . . . The demand for prizes and premiums is increasing rapidly.

To stop the trend toward lowered attendance in motion picture theaters, a big chain for the first time is opening its screens to advertising to boost income. National Theaters Corp., a 20th Century Fox subsidiary, is closing a deal to show a short color picture plugging a tobacco company's product in its 600 first run houses in 13 states. While "minute movies" advertising various products have long been shown in smaller theaters, this is the first time a deluxe chain has accepted advertising. . . . The soft drink industry, long in a lush period, now finds itself ground between increased costs and the disinclination of the public to pay more than a nickel a bottle. Bad weather this winter retarded sales. The Pepsi-Cola Company started a $200,000 contest in January, aimed at both consumers and dealers, and reports that sales in February top any similar month in its history.

These examples of what, before the war, were considered *normal* types of promotion, should not be considered as samples of weakness today. They only mean that we are getting back to a period where we have to *sell,* and most men who entered selling as a career did so fully as much because they *enjoyed* selling and got a big kick out of closing a sale, as because they thought that selling would provide more money than anything else that they might go into.

PHILIP SALISBURY
Editor

So You Have a New Product! Now How Are You Going to Sell It?

BY JOHN ALLEN MURPHY

Part I of an article in three parts

New products are breeding like rabbits. Each one calls for important policy decisions. How do you get a new item off to an auspicious start? Do you trust it to your present salesmen or set up a complete new organization?

New products are coming out of kitchens, attics, basement workshops, and backyard laboratories as never before. As far as business organizations are concerned, they are introducing new products not only singly but in whole battalions. Never have so many new products been launched in such a short period as since the war.

This avalanche of new products affects everybody, either as competitors, distributors or users. And naturally, people sponsoring new products want to know the most effective selling methods.

Merchandising Problems

How to merchandise a new product depends on a number of factors: Why was it introduced? Who introduced it? Is its sponsor making other items? How is the new product related to the established products? Is it intended for the same market?

Why the new product is being offered and its relationship to the sponsor's present business is the first point to consider. There are a number of reasons why new products are introduced:

(1) New products and expansion in producing capacity are necessary to supply the ever-growing needs of our economy.

(2) A product development program is necessary to keep a business alive and healthy and to prevent the obsolescence of its line.

(3) Many companies need additions to their lines to make economical operation possible, as the one-product business is usually difficult to operate successfully under today's conditions.

(4) It has always been a dream of millions of people to invent something new, that would put them on Easy Street. This has long been a principal source of new products.

(5) And finally there is that great surge of new products flowing out of the thousands of business laboratories.

Many large industries are spawning new products and technological improvements at a terrifying rate. These developments are so far-reaching that they are changing our entire way of life, revolutionizing our food, clothing, housing, transportation and recreation.

These manifold product developments are taking many industries far afield from their original business and making them competitors of industries with which they formerly had no connection. This vastly complicates the problem of selling new products.

Methods Vary

How a new product should be introduced will depend, therefore, on who is introducing it. If the introducer is not in business now he will have to decide whether he should start a plant to manufacture his new product and if so, how can he finance it. Or should he turn it over to some established manufacturer, and on what basis? Or should he manufacture it himself, and have some other organization sell it? Or should he sell his idea outright or on a royalty arrangement?

The originator of a new product who is already in business is also confronted with ticklish decisions. Will his new product fit in to his present business? Can it be sold to his present markets or will entirely new channels of distribution have to be developed? If the product is totally foreign to his regular enterprise, might he be better off to sell or license his idea? Or should he forget it altogether, as unfortunately a new product has often diverted a manufacturer from his regular business and in the long run proven to be a costly venture?

Another factor to consider is the sponsor's experience in marketing such products. If he has never attempted to market a new product before or has seldom done so, or if he is entering a field with which he is unacquainted, he may be in for trouble. He should proceed with caution.

Another important point is the nature of the new product. Is it something revolutionary that will have to be stuffed down people's throats? Or is it likely to meet with ready acceptance? Will it sell itself or will heaven and earth have to be moved to sell it?

Consumer Resistance

It is a mistake, in introducing a new product to take for granted that people will voluntarily accept a better standard of living. A great many things in common use today met indifference, prejudice and violent opposition at first. Such a widely accepted product as the automobile was once the butt of all jokes. Doors were slammed against the original sewing machine agents and vacuum cleaner salesmen. Many things that are now accepted as necessities were at one time regarded as fripperies. It took the most intensive type of selling and educational effort to move these into the category of necessities.

Unless the originator of a new product is prepared to do intensive shirtsleeve selling, he should take a second look at his proposed venture. He will have to do such selling regardless of what class his product is in. Even though it meets with acceptance, his selling job will not be easy. He will find himself not only in competition with similar products, but also in competition for markets, for distributors, for types of outlets, for dealers. Above all, he will be in competition with the know-how of the big fellows, who are old hands at selling new products and who are to-



▲ GENERAL MILLS launched its Tru-Heat iron according to the GM formula: Create desire, make it easy to satisfy that desire by securing maximum retail promotion.

▲ "DRENCH YOUR MARKET with advertising and promotion." College Inn Food Products Co., long famous for its tomato juice cocktail, follows this sales strategy in introducing its post-war line of new food specialties including chili, soups and chicken.



day flooding the channels of distribution with their offerings.

These big fellows—and in this group are included not only most of the large corporations but many medium-size and smaller companies—have developed almost to a science, the procedure of bringing out new products. With them it is no longer the hit-or-miss, accidental, haphazard thing it once was. These companies have planned, systematic new product programs. They have tremendous investments in product development—in magnificiently equipped laboratories, in pilot plants and in other physical facilities. They have large staffs devoted exclusively to product development.

Extensive Tests Made

These staffs put promising new products ideas through the "works" and eliminate the bugs before they are ready for release. They study customer problems and develop products to render better, and more precise service. They analyze the unsatisfied needs of people—for goods of greater comfort, convenience, beauty, utility, value, economy—and coax their laboratories to produce these goods. They develop articles to round out lines, to meet competition, to satisfy dealer's demands for something new. They often take waste, stuff that was formerly thrown away, and evolve it into a new business.

But the most spectacular achievement of these research staffs is their work with by-products. Whole new industries are steadily flowing from laboratories as a result of research into petroleum, chemicals, soy beans, coke, meat packing, to mention just a few fields where extensive product study is being carried on. A single basic material, such as coke, may father hundreds of new products.

But the question is how should new products be sold? There are a number of mistakes commonly made in introducing new products. Even the big fellows make these mistakes but not nearly as frequently as the inexperienced introducers of new products.

Mistake No. 1. Turning over selling of the new product to some outside organization. It is astonishing how many people with new products have this idea. There are cases where "outside" selling organizations have put over products. Usually, however, this method of marketing has led to failure.

Other manufacturers already have all they can do to sell their own products. Jobbers and manufacturers have to devote themselves to selling things that are in demand or that have at least some acceptance. They cannot afford to give too much effort to new things for which the demand may be altogether potential. If the owner of a new product is not willing to put the time, effort, money and the inevitable heartaches into its promotion, how can he expect an outsider to do so?

Mistake No. 2. Bringing out a new product before all the bugs have been eliminated. Inventors often get so enthusiastic about their creation that they rush it to market before it is ready. Individuals usually make this mistake. New products that come out of company laboratories are, as a rule, thoroughly tested and piloted before they are offered for sale.

Mistake No. 3. Introducing products that are not actually new. There are similar products already on the market. And frequently devices very much like the so-called new product have been tried out and failed. The fact that the product is patentable doesn't necessarily prove that something along the same lines has not been previously patented.

Mistake No. 4. Many new products are of no practical use. They may be workable and patentable, but they cannot be sold. The U. S. Patent Office passes only on the originality of an idea, not on its salability.

Is It a Gadget?

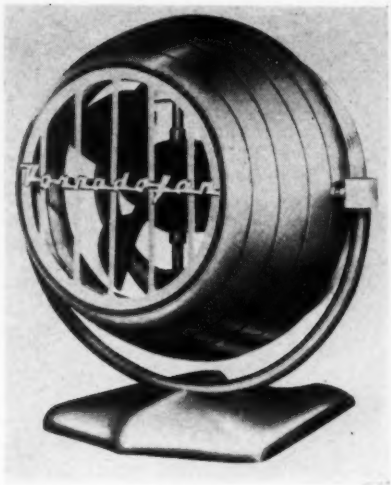
It is sometimes difficult to draw a line between the impractical product and the gadget or novelty. But there is a difference which generally is quickly revealed. I am not ruling out new products that may be classified as gadgets. Many of our best-selling products fell into this classification, when they were introduced.

Mistake No. 5. Getting into



▲ SO DIFFERENT were the merchandising problems encountered in the introduction of all-meat foods for infants that Swift & Co. organized special crews of salesmen to concentrate wholly on development of distribution. But first, the product was critically tested in the field and the proposed merchandising plan tried out in four test cities.

▼ WINTERTIME advertising plus a speciality selling approach got Vornadofan off to a whirlwind start when it was introduced in 1946.



fields that are too competitive. This is not necessarily a fatal error, but it is a point that deserves thoughtful analysis when a new product is being considered. For instance, a manufacturer will make a conspicuous success with a new type of product. Attracted by this success, numerous other manufacturers will jump into the field. Before long it is so crowded that it is a hard market for everybody.

Of course I am not inferring that competition should deter anyone from entering a business. But to succeed under such conditions the newcomer must have a product with original features or one that offers greater usefulness or value or convenience than the competing products. Or the newcomer must have a more effective marketing plan.

Mistake No. 6. Biting off more than can be chewed is another mistake that often occurs. The line itself may be so good that its potential market is enormous. The whole project may fail because of too ambitious planning. When situations like this are confronted usually faster headway will be made if only a small segment of the total market is chewed off at one time.

Mistake No. 7. Many of the mistakes made in introducing new products are the result of pre-determining the sales plan. Frequently assumptions made about selling turn out to be entirely unwarranted. For example, the manufacturer of a well-established line of products developed another line in no way related to the first. His first line was sold through a very fine mill supply house set-up. His relations with these distributors was most cordial. He assumed that they would take on his new line and give it the same cooperation that they had been giving the first line. But to his amazement he learned that most of them had exclusive arrangements with other companies making products that competed with his new line. They wouldn't consider his new offering. He had to back up and build a different distribution set-up for his second line.

Distribution Procedure

Most companies, when they announce additions to their families, assume that their regular salesmen will be able to take on the new product. This may or may not be true.

Then again the sponsor of the new products may jump to the conclusion that he will require a different force of salesman to sell them. This, too, may be wrong.

Mistake No. 8. Probably the greatest mistake of all is not determining the market for the new product before its sponsor definitely commits himself to bringing it out. A market study of some kind should always be made before a new product is launched, regardless of who is bringing out the device.

This study should do three things. First, find out if there *is* a market. Second, determine the potentials in so far as possible, although accurate potentials for a new product are not always possible. Third, find out how the new product can best be sold—channels of distribution, methods of selling, salesmen, etc.

A market study, while it is not a panacea for successful selling of a new product, will at least go a long ways toward eliminating most of the mistakes commonly made.

I personally have been associated with numerous new product market studies. Many of these turned out to be negative. That is, it was found that the new product could not be sold to the extent that its sponsors believed. In a considerable percentage of cases it was recommended that the contemplated product be dropped. In other cases, it was found that the product would have to be radically changed before being introduced or that it be brought out in different ways or for entirely different markets.

A sad thing about many new product studies is that in numerous cases the study is made *after* the product has been introduced. Even in such cases, it has often been discovered that the product had no adequate market. In a few instances the sponsor had to write off his new product investment.

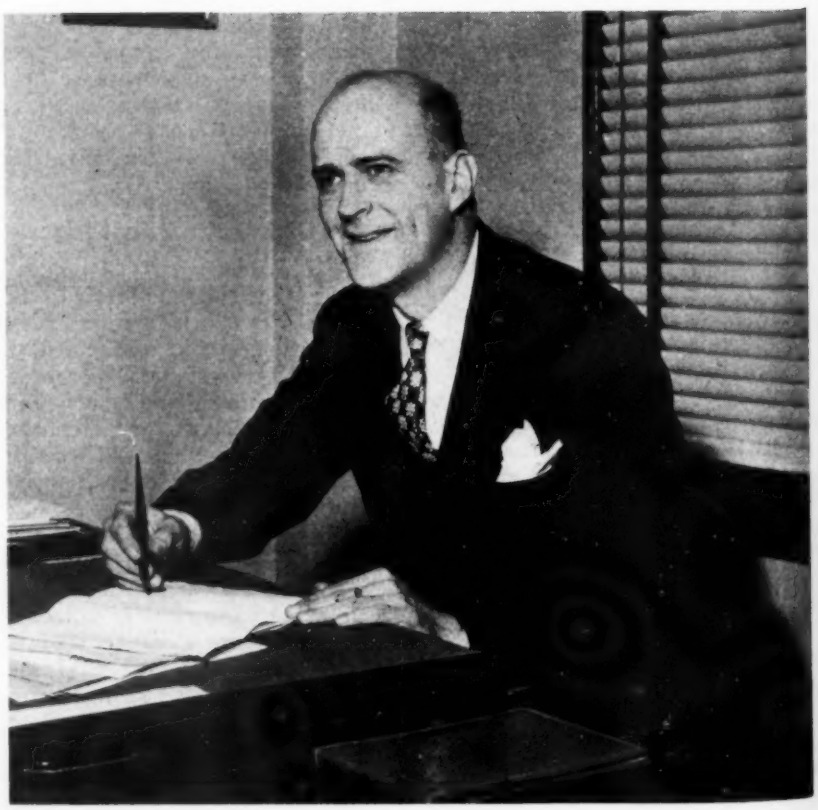
(The next article in this series will detail the specific selling methods that numerous companies have followed in introducing new products. It will appear in SM, April 1.—The Editors.)



BOUNCE ME BROTHER . . . Hulbert Taft, Jr., has Cincinnati bus drivers bouncing passengers eight to the bar—and the passengers come back for more. Taft, the bright young man of Cincinnati's WKRC — he's managing director — had the Electronic Research Laboratory build a lot of F-M sets, then paid the city transit companies for installation. Rates move upwards—from $2.00 per month, per set, during the first year, to triple that during the third. Now riders shuffle their feet to the Missouri Waltz, with quick dips into "Pepsi Cola Hits the Spot!" Yes, commercials are in there pitching. Taft plans to sell the franchise for the idea to F-M stations in other cities. He took a poll of riders to see how they reacted to riding-in-the-groove. Almost everybody said, "Okay."

They're in the News

By Harry Woodward, Jr.



ONE YEAR HE ATTENDED LECTURES . . . on the Art of Advertising. Next year he delivered them from the same podium! Does it surprise you then, that *this* year Theodore S. Repplier, president of The Advertising Council, Inc., got the Gold Medal Award of The Annual Advertising Awards? "For his distinguished services to advertising," the medal says. Which doesn't say that Ted Repplier, onetime Peck's Bad Boy of Yonkers, N. Y., is now a national worrier. Housing, Inflation, Famine Emergency—these are a small part of the issues he tries, through the Council, to do something about. But the Council's work will be in vain, he adds, unless Business helps push the bandwagon along. As he puts it, "The best public relations advertising is public service advertising." See?



COMES THE REVOLUTION . . . make the most of it, urges George D. Keller. By "revolution" he means, of course, his new automobile—the $895 (f.o.b.) Keller, with which he expects to grab off a lion's share of the Big Three's business. No idle spinner of dreams, George Keller is the same Mr. K. who was, for 28 years, a power at Studebaker. When he left to stake out his own claim, he was vice-president. His Keller seems to be the answer to a lot of people's desires. *The Daily News* (N.Y.) polled its readers on their car needs, came up with this: Price, under $1,000; 25 miles to the gallon; cruise at 40; weigh in at 1,800 pounds. Almost a perfect description of the Keller—to be made as station wagon, convertible coupe and delivery panel. Better than 1,100 dealers have already been signed. Keller plans to make 62,000 of his babies this initial year.



FROM ATTENDANT TO PRESIDENT . . . don't tell T. S. Peterson it can't be done. He did it. In the early '20's he started as a grease monkey in one of Standard Oil Company of California's service stations. In those days Standard's sales technique was being tested on the customers—tires were checked, windshields were wiped, children's noses were blown. Peterson didn't stay in the pit long. He saw a marketing angle. On a foundation of point-of-sale experience he originated several selling techniques which made the big boss's eyes light up. From then on he was "in." Sixteen years after he started he was manager of employe relations. Later he wormed his way back to selling as general manager of sales. Last month he turned up in the president's chair. He'd like us to tell the kids of this country, for him, that no job's a dead-ender—unless you let it become so.

Many Products, Many Salesmen, Training Is the Link that Binds

BY GEORGE H. HALPIN • ***Vice-President and General Sales Manager, Minnesota Mining & Manufacturing Co.***

Having expanded into many new fields, Minnesota Mining & Manufacturing Co. is putting its salesmen through a single training course, emphasizing intensive speech training, attention to personal appearance, detailed knowledge of company's expanding line



To assemble and coordinate the best contributions of those persons directly concerned with 3M sales promotion—to make it easier to sell 3M products—a completely new sales training program has been established by Minnesota Mining and Manufacturing Co., St. Paul.

Nearly a year ago the 3M company realized that its own expansion and product diversification were making it necessary to set up a complete training program for new salesmen, as well as to provide refresher courses for its veteran salesmen.

Believing that training for salesmen could be best delivered by a salesman who knows our company's problems first-hand, management interviewed men actually working in the field to find one man qualified to set up and direct our sales training.

The proposals of J. S. (Dave) Crockett, who at that time was working out of Chicago, were accepted. Mr. Crockett was called to the home offices in St. Paul to begin the project. Parts of the program were contributed by Mr. Crockett, by salesmen in the territories, sales executives and other specialists. Putting these pieces together effectively required even more skill, along with the added help of artists, public relations and advertising men.

At several points along the way, ideas were given to top management for approval or suggestions, but not in a what-do-you-think-of-this way. Instead, Mr. Crockett made presentations to members of management just as he planned to present them to salesmen. In these preview sessions, he played the part of a sales training supervisor, sales manager, public speaking instructor and clothing and personal appearance expert to show exactly what he had planned and how it would be delivered. Finally, after nearly a year in the making, the completed three-week program was ready for a trial in January.

No Cigar-Smoke Pep Talk

When those first "students" entered the conference room in the St. Paul Athletic Club that January morning, the cigar-smoke pep talk they might have expected never materialized! Salesmen were told the background of 3M first, how it was started in 1902 as a tiny abrasive mining concern on the shores of Lake Superior in northern Minnesota, how it floundered at first, how finally, it found its place by marketing waterproof sandpaper. They learned that the company has constantly placed emphasis on research and new product development, a practice which has contributed largely to its growth and success. They were told of management's policies, of the regular growth and expansion of 3M every year even through the early 1930's, of the financial stability which has made possible the payment of a dividend every quarter since 1915. They were brought up to date on the current $20,000,000 expansion program.

Their welcome and an outline of selling opportunities and responsibilities with 3M came from a sales manager. The training supervisor, Mr. Crockett, explained in detail the make-up of the sales organization he represented, its policies and chain of "command." He discussed the profession of selling, pointing out that proper personal qualifications and proper training are factors in producing successful salesmen. "Like any

TWO HOURS DAILY: Commencing on the very first day of the course, that's the amount of time 3M salesmen devote to speech training. Teams alternate as trainee and critic during course.

other profession, selling requires study and real work," he said.

The first day's schedule ended with a two-hour session under the direction of a college speech instructor. Utilizing one of the 3M company's own products, "Scotch" sound recording tape, and a Soundmirror magnetic recorder, each trainee transcribed his own voice and then received preliminary criticism and assignments. No melodrama or affectations were advocated, just down-to-earth, logical, forceful delivery. The play-back demonstrated better than any description what improvements could be made in each individual's presentation.



HOW TO SELL TO DEALERS: 3M's planners tackle the problem of training salesmen to sell to dealers. They are, left-right: A. H. Redpath, merchandising manager, Scotch Tape Div.; J. S. Crockett, supervisor, sales training; R. C. Sullwold, Scotch Tape Western sales manager; and B. W. Lueck all of Minnesota Mining & Mfg. Co.

More time is spent on speech training than on any other subject with two hours devoted to effective speech each day throughout the course.

Most salesmen have at one time or another attended some sort of "clinic," but often they're simply exposed to a high-pressure lecture and a lot of generalizations about what important people good salesmen are and how easy it is to be one if they really try. It was decided at the beginning of this project that if a trainee was to be told he needed tact, poise, reliability, sportsmanship, persistence, loyalty, ambition, and all the other things which most salesmen are told they need, he'd get help as well as advice. The training course runs along these lines:

Sessions on developing a sales personality include suggestions for development in eight specific areas: Interest in people, health habits, emotional stability, appearance, reputation, attitude, enthusiasm, and being a good listener. Those on general business and merchandising terms include a discussion and definition of such terms as L.C.L., F.O.B. and C.O.D. Trainees are shown how to figure costs, margins, mark-ups and stock turns.

Those items, of course, are particularly important to a salesman who calls on jobbers. Salesmen should understand how a jobber handles his stock and be capable of making suggestions for marketing the 3M line; he should know the dealer's cost of doing business, generally, as well as his cost in handling 3M products. On each product group, these subjects are thoroughly discussed so that every man will understand all sales operations in the company.

In periods dealing with sale strategy, the selling procedure is divided into four areas; Preparation, approach, interview, and follow-up. Typical of the material supplied for the benefit of the trainee is that which is suggested in discussing the follow-up. The first rule is to get acquainted with the personnel employed by the account sold, and the second is to learn to remember faces and names. A Luther Reed Production stock movie is used to point up this subject, one of the many different types of visual aids employed in the program.

In sessions on jobber relations, cards about the size of office stationery are used. On each of these is a word or short phrase which can be seen from the back of the room. As each point is covered, a card is hung on a master display board so that it can be seen at all times by the class and referred to at will.

Sound-slide and motion picture films are used for some training. The advertising department representative employs a display nearly 20 feet long, in full color.

The introductory meeting and some other sessions are attended by the entire group of trainees (perhaps 30 or 40). For the most part, however, where discussion and personal attention are important, no more than 12 are accepted for a class. An observer soon senses the value of this small-class technique, for no meeting progresses long without enthusiastic participation by all. Most "students" take copious notes.

Student Tour of Plant

About half way through the course, trainees are taken on an extended tour of the main plant in St. Paul, where each of the manufacturing divisions supplies a guide. This in itself is quite a task. There must be an informed man to represent the tape division (there are more than 140 varieties of "Scotch" tapes for industrial and home use), the coated abrasives division, roofing granule division, "Scotchlite" (reflective sheeting) division, adhesives division (3M is the world's largest producer of adhesives, coatings and sealers for the auto industry), the special products division and other specialized groups.

But perhaps more surprising than the speech course and more immediately valuable than all the details of management and manufacturing methods, is the style and personal appearance clinic. And this goes beyond the "purple-ties-are-no-good stage." A specialist tells each group what it takes to look neat without looking primped, to look comfortable without looking run over. With sketches, pictures and volunteer "live talent," a simple but effective campaign is launched to eliminate stuffed pockets, twisted ties, turned-up collars and scuffed shoes.

At the close of the three weeks of study, each graduate is placed temporarily under supervision of a senior salesman. Together, they cover the veteran's territory, the senior salesman stopping to point up important matters or find answers to questions put by the junior salesman. This is followed, when possible, by a period of one to two weeks of free-lance work by the trainee. He is given an

area and told to go ahead and try it on his own. This is the true test. If he's successful at this point, it's a sure bet that his "education" at the home office was sound.

The present plan is to bring salesmen to the home office, whenever practical. Training facilities are superior to those on the road. But Mr. Crockett is now conducting test training sessions in Cincinnati and Atlanta. If these work out, they may be continued on a limited scale.

It's 3M's goal to put all new salesmen through Mr. Crockett's course, and to give refresher training to as many veteran salesmen as possible. Altogether, several hundred salesmen will be trained. Because the training program is still new, it has not been possible to compute the per-man training cost.

It's too early to determine the total effect of the training on 3M's sales, but sales managers of the product divisions and their salesmen are enthusiastic about their training.

As Mr. Crockett points out, the program is subject to change. After all, 3M has made much of its progress through willingness to continue product and marketing research. So our company is willing to be flexible in its sales training program.

CAMPAIGNS AND MARKETING

Newspaper Continuity

Artistic Foundations, Inc., New York City, is launching this month, through American Newspaper Advertising Network, Inc., the most extensive newspaper campaign in the company's 30-year history. Mack Kahn, president of the apparel firm, points out that the 1948 schedule will set a new high in the use of newspaper continuity and frequency. Unique in the apparel industry, the program is keyed to aid 3,500 selective retail outlets in the merchandising of the company's nationally advertised Flexees girdles and brassieres.

The contract with A. N. A. N. is for a 49-week campaign in 35 of the Network's 37 basic newspapers which are currently activated. Three other Network newspapers which are expected to become activated this month will be added to the schedule. In addition, the 39-week continuity campaign will include 11 non-A. N. A. N. newspapers in 11 other markets.

Newspapers in this list will receive a 200-line advertisement each week with frequent 1,000-line advertisements highlighting the campaign. Two-thirds of the time and space appropriations for advertising Flexees in 1948 is earmarked for newspapers. This is a 200% increase in the use of newspaper advertising over that used in 1947.

"A. N. A. N.'s insistence on continuity," Mr. Kahn says, "makes a lot of sense to us. If continuity works well in other media, it should work even better in newspapers which the public consumes with greater continuity than any other medium. If it works well for department stores and specialty shops, it should work equally well for manufacturers whose merchandise is sold through those stores. And we like the idea of buying national advertising in daily papers on a network basis. That, it seems to me, is the easiest way for manufacturers to cash in nationally on the local selling power of the local newspaper that has proved so profitable to department stores and other local concerns."

Hirshon-Garfield, Inc., is the agency handling the campaign.

In addition to the 39-week continuity list, Flexees will be advertised by a supplementary campaign in 85 other newspapers with messages of varying sizes and number of insertions.

Spreading its appropriation for magazine advertising only slightly thinner this year than last, Artistic Foundations, Inc., is using 30 national magazines including fashion, service, fan, junior fashion, and general publications such as *Life, This Week Magazine,* and *The New York Times* Magazine. The apparel industry publications are being maintained at the saturation point. Radio Station WQXR continues to carry the program that has been advertising Flexees for the past year and a half.

The advertising campaign will be supported by a large-scale merchandising plan in all markets.

Summing up what the apparel manufacturer expects to get from the newspaper continuity advertising, Seymour Lipton, sales promotion manager of Artistic Foundations, Inc., says, "It offers us a more effective way to co-ordinate retail efforts with our own."

Home-Town Plus National

In addition to its increased schedule in national magazines, the Packard Motor Car Co. will use more "home-town advertising" this year than at



KEYSTONE of its 1948 national advertising campaign for Flexees is set by Artistic Foundations, Inc., as Sidney Garfield, president of the agency, Hirshon-Garfield, Inc., signs a 39-week contract with American Newspaper Advertising Network, Inc., in the presence of (left) Seymour Lipton, sales promotion manager for Artistic Foundations, and (right) Larry Hanson, eastern manager of A.N.A.N.

any other time in its 49-year history.

Packard's home-town advertising program is now underway, with 1,230 newspapers, located in 1,192 cities, across the country carrying an advertisement on the all-season heating and ventilating system of Packard's three 1948 "Eights." A second advertisement displayed in the same newspapers is to be followed by a color poster appearing on 5,707 outdoor boards for 30 days.

Hugh W. Hitchcock, director of advertising for Packard, has revealed that the company's budget for national magazine advertising in 1948 is 16% greater than in 1947. Among the magazines on the new schedule are *The Saturday Evening Post, Life, Collier's, Time, Newsweek, The New Yorker, Fortune, Town & Country, Holiday, Harper's Bazaar,* and *Vogue.*

"Broadly stated," Mr. Hitchcock says, "our new policy on national magazine advertising includes (1) copy aimed at objectives specifically uncovered by a recent consumer survey; (2) tapping of diversified markets through separate and distinct campaigns; (3) more frequent appearances of different advertising messages."

The home-town and national campaigns are being handled through Young & Rubicam, Inc.



SOLVED: The problems of selling replacement parts on a semi-automatic basis by dealers are solved for Silex Glass Coffee Makers by the illuminated "self merchandiser." Left to right: C. H. Newman, vice-president of The Silex Co.; J. H. Townsend, sales manager; Sam Del Russo, advertising, sales promotion manager.

Pre-Tested Tuna

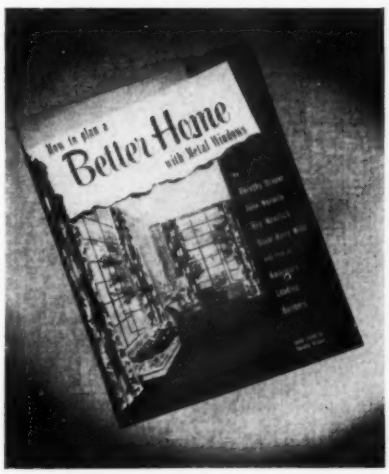
When the Van Camp Sea Food Co., Terminal Island, Calif., introduces its new "bite-size" pack of grated tuna to American housewives within the next few weeks, the company is betting on a sure thing. The success of this new pack has already been pre-determined by tests made by 1,435 women living in every section of the country who comprise the "consumer panel" of *Parents' Magazine* and who voted overwhelmingly in favor of the new product. In addition, similar pre-testing has been done among "professionals"—doctors, dieticians, food economists, pediatricians, and home economics editors of national repute—with unanimous approval for the new grated style.

In the consumer test, two cans of the new style grated tuna were sent to each member of the panel, together with a questionnaire and instructions for the housewife to use these samples in whatever way she usually prepared tuna dishes. In answer to the question, "Do you feel that the new improved grated style is satisfactory for all tuna recipes you serve?" 82% voted "yes."

The query, "which is more convenient to use, this improved grated style tuna or the large solid (pack) pieces?" brought an even more overwhelming response: 77.9% voted a straight "yes" and 14.4% stated, "no preference."

To the question, "Do you think the sample of grated style tuna you received is an improvement over other brands of grated tuna you have tried?" 79.4% said, "yes."

In addition to the impressive approval of the new grated style pack, the survey disclosed other interesting facts about tuna and its uses. In answer to the question, "How do you serve tuna?" slightly more than one-third of the answers gave tuna salad as the first choice. One quarter of the women listed tuna sandwiches first. Almost 40% of the panel give preference to baked dishes and creamed tuna.



CAPITALIZING on the trend toward metal windows in America's post-war homes, Mesker Brothers, St. Louis, campaign to sell 40,000 brochures to sell, in turn, both steel and aluminum windows.

Van Camp, which originated and introduced grated tuna 10 years ago, has carried on a continuous and practically single-handed advertising campaign to popularize what was an unknown food product a quarter of a century ago. In the past 24 years the company has invested more than $15,000,000 in advertising and in that time has seen the output of tuna increase from a mere 75,000 to nearly 5,000,000 cases a year. Last year more cases of tuna were sold than of salmon.

This year Van Camp will put behind its new (and exclusive) "bite-size" grated style tuna the largest advertising effort in its history. Full color in women's magazines and both color and black and white copy in magazine supplements and metropolitan newspapers will blanket the country with a total of nearly 1,000,000,000 advertisements. Van Camp's "New Look" in grated tuna will be emphasized in much of its advertising by fashion illustrations of the "New Look" in women's clothes, executed by Gerry, a West Coast fashion artist. An additional advertising feature, which will also make it easy for women to distinguish the "bite-size" grated tuna from previous packs, is the colorful "outsert" on the top of each can of the new product. These little folders contain recipes for both hot and cold tuna dishes. Van Camp advertising continues to be prepared by Brisacher, Van Norden & Staff, San Francisco, Calif.

Timken Nips Oil Burner Sales Decline with Fuel Saving Plan

BY D. G. BAIRD

In the face of the current oil shortage, Timken Silent Automatic finds best prospects for new burners are owners of old, inefficient ones. Re-shaping appeals to the new market, Timken is carrying on an aggressive sales campaign.



FIND THE FACTS: With the owner present, the Timken dealer checks on performance of the new oil burner to insure that the guarantee is met.

A daring, guaranteed fuel savings campaign in the face of the current shortage of fuel oil is bolstering sales of Timken Silent Automatic oil burners, according to T. A. Crawford, general sales manager.

Under this plan, Timken dealers are sending salesmen to call on owners of oil burning equipment to offer them a replacement proposition, backed by a money-back, burner-back written guarantee of fuel savings. The factory is supporting the campaign by proposing to share up to a maximum of $60, the direct labor and unsalvageable material costs of removing the Timken and reinstalling the other burner in the event of non-fulfillment of the guarantee.

"So factory and dealers will lose their shirts together—is that the idea?" Crawford was asked.

"Not at all," he replied. "We've done this before and never lost anything. We don't expect to lose now. On the contrary, we expect to put a strong prop under our sales curve, which in 1947 reached the highest peak ever.

"As a matter of fact," Crawford continued, "some of our dealers originated the plan. We discovered, several years ago, that some of our dealers were conducting similar campaigns on their own responsibility. They were so confident of the efficiency of the Timken oil burner that they were guaranteeing fuel savings to owners of other types if they would replace them with Timkens.

We investigated the plan and the results, and decided to recommend it for use by all our dealers.

We did this by promoting a guaranteed fuel savings campaign in 1939 and repeating it in 1940 and 1941. The campaign was discontinued in 1942 because such a stimulus was not needed. But when Timken management saw the shadow of the approaching fuel oil shortage they began immediately to plan to counteract its effect on sales. And the guaranteed fuel savings plan was the obvious solution. Saving money is always a strong sales point, but fuel oil was becoming scarce, hence it was even more important to save fuel than to save money. Of course even more



Well, that looks good!

It *should!* Printed selling is selective, and the message was addressed to him as a promising prospect. It enters his consciousness through the sense that brings us a large percentage of our knowledge. Printed messages remain the big force in selling. Just as Champion paper is the choice of leading advertisers and printers, a perennial favorite for its high quality, wide variety, pressroom performance and finished attractiveness. The three great Champion mills offer you a complete line for letterpress and offset printing. Given good art, copy and printing, a likely audience, and Champion paper . . . and you have the perfect setup for making big and profitable sales.

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . . HOUSTON, TEXAS

District Sales Offices

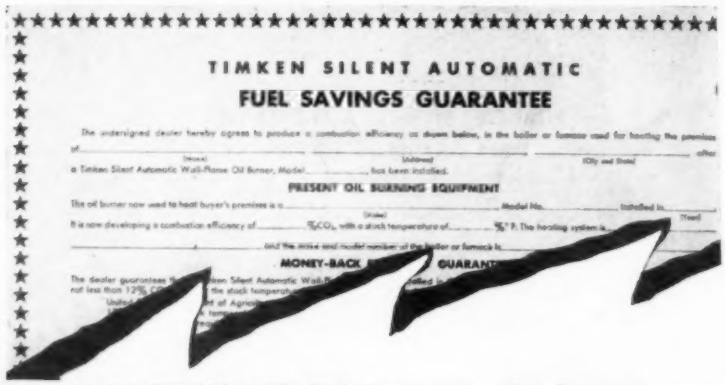


NEW YORK · CHICAGO · PHILADELPHIA · DETROIT · ST. LOUIS · CINCINNATI · ATLANTA · SAN FRANCISCO

money would be saved by conserving fuel, because of the increasing price.

The present campaign was announced in a bulletin to dealers dated November 14, 1947. The advertising and sales promotion departments worked fast. In record time, they produced and printed a 32-page sales manual, a set of newspaper mats, several direct mail pieces printed in color, a pad of fuel savings survey forms, a pad of fuel savings guarantee certificates, and miscellaneous material such as announcement bulletins and spot radio announcements.

They also prepared to support the campaign with national advertising in *The Saturday Evening Post* and in newspapers in 52 key cities. The first advertisement, a full page, appeared in *The Saturday Evening Post* for November 15. Advertisements will continue at monthly intervals.


TIMKEN SILENT AUTOMATIC
FUEL SAVINGS GUARANTEE

PRESENT OIL BURNING EQUIPMENT

MONEY-BACK GUARANTEE

CUTS BUYING RELUCTANCE: Timken's guarantee of performance, or your old burner back, makes it easy for buyers to trade in their "Model T" burners.

Many dealers are now advertising in their local newspapers, using prepared mats ranging in size from 160 lines to 600 lines. Some are using spot radio announcements. All feature the guaranteed fuel savings plan.

As outlined in the campaign sales manual, other steps are:

Build a long list of prospects. One dealer has already reported that he has a list of 36,000 prospects.

Direct Mail

Send pre-call direct mail. There are two such pieces. One to be mailed on Monday, the other on Thursday, preceding the salesman's call. Both are self-mailer folders, printed in four colors, and both bear the dealer's imprint. Both stress the fuel savings plan, and propose testing the prospect's oil burner to determine how much fuel can be saved.

Obtain permission for the test and make it.

Certain test instruments are required in testing and many salesman have acquired this equipment for their own use. A comprehensive, detailed report form must be filled out for each survey. If the dealer wishes to have the factory participate in the guarantee, he must send in the original and first copy. The copy will be returned to him promptly, either with approval or disapproval, and with an explanation in case of disapproval.

What is actually guaranteed to the customer is an increase in carbon-dioxide *from* the percentage produced by the existing burner, as determined by test, *to* 12%, which is the percentage produced regularly by Timken Silent Automatic wall-flame oil burners in field service. On the back of the guarantee certificate, is a table which shows the exact percent-



Will She Buy YOUR BRAND In St. Paul?

St. Paul Shoppers BUY by BRAND*. Repetitive brand sales result from repetitive advertising . . . in the ST. PAUL DISPATCH-PIONEER PRESS which blankets the St. Paul half of the 9th Market.

St. Paul is buying more and more. Federal Reserve Index shows St. Paul Department Store Sales as leading the Nation in increases for the first six months of this year over last year.

*FREE—The "1947 Dispatch-Pioneer Press Consumer Analysis of the St. Paul Market." Write for this 176-page book showing the brand preferences of 3,000 families for 1,536 products.

RIDDER-JOHNS, INC. NEW YORK 342 Madison Ave. CHICAGO Wrigley Bldg. DETROIT Penobscot Bldg. ST. PAUL Dispatch Bldg.

St. Paul
Pioneer Press Morning & Sunday
Dispatch Evening


What Products Housewives Use When They Do The Family Wash and When, How, and Why They Use These Products
Noting and Reading Performance of 10 Major Magazines
Check on Comparison of Brand and Product Names
Nation-wide Consumer Taste Test of Dehydrated Soups
Recent Trends in Network Radio
These are a few examples of the 450 research projects completed by the Research Department of Young & Rubicam during the past year—to make our clients' advertising more effective.
Recognition Test for 9 Competing National Advertising Campaigns
Study of Radio Commercial Techniques
Nation-wide House Inventory of First Aid Products
PREPARED BY
YOUNG & RUBICAM, INC.
Advertising
NEW YORK SAN FRANCISCO TORONTO CHICAGO HOLLYWOOD LONDON DETROIT MONTREAL MEXICO
Advertising Penetration Check in 8 Test Cities
Stockholder Publication Readership Check
San Francisco Outdoor Advertising Survey



THE TALE OF THE SHIPPER WHO LOVED HIS RED TAPE

Our fervent friend, above, has a right to be all wound up — he's the hero of a best-selling story which told businessmen to use more red tape. Publishers of the yarn were the Pitney-Bowes Postage Meter people, who'd ordered a promotional approach on Metered Mail for parcel post packages.

We lined up a 6-page folder, dreamed up a likely character, and let him go to it — shipper-to-shipper style. His brief: life can be beautiful even among the wrappings and twine, once the Postage Meter's smooth-running red-printed tape stops the trouble and waste of sticking old-fashioned stamps.

Offered by letter, the folder brought Pitney-Bowes a highly satisfactory percentage of leads. And, incidentally, leads from direct advertising are now bringing twice the dollar-volume in sales as compared with similar leads from pre-war promotion.

• • • • •



Moral of the tale: If you're selling to selective *groups, our 26 years of experience in getting Direct Results may be just what you need to prod profits. Write on your business letterhead for a copy of* "Things Every Sales Executive Should Know About Dickie-Raymond."

There's Only One

DICKIE-RAYMOND

Merchandising & Sales Promotion Counsel, Direct Advertising

521 FIFTH AVENUE, NEW YORK 17 • 80 BROAD STREET, BOSTON 10

age of fuel saving which will result from increasing the carbon-dioxide from any given per cent to 12%. This table is based on engineering data published by the Government. Variations in stack temperatures are automatically adjusted in the calculations.

An increase in carbon-dioxide percentage is guaranteed rather than a saving in gallons of fuel consumed because accurate fuel consumption records on existing burners are seldom available. Timken has offered both types of guarantees in the past, but the carbon-dioxide one has been by far the most popular, and has increased sales when used in preference to the fuel consuming one.

The prospect's first question usually pertains to the trade-in value of his burner, whereupon the salesman undertakes to convince him that he will be money ahead to scrap his burner, because a Timken will pay for itself in a comparatively short while. It is recommended, however, that the dealer make a small allowance for the old burner, explaining that it has some value as a source of repair parts for other burners of the same make.

After removing the old burner and installing a Timken, the salesman tests the latter to make sure it is performing according to guarantee. The owner is present and sees for himself that the new burner is all that was claimed for it.

Early Results

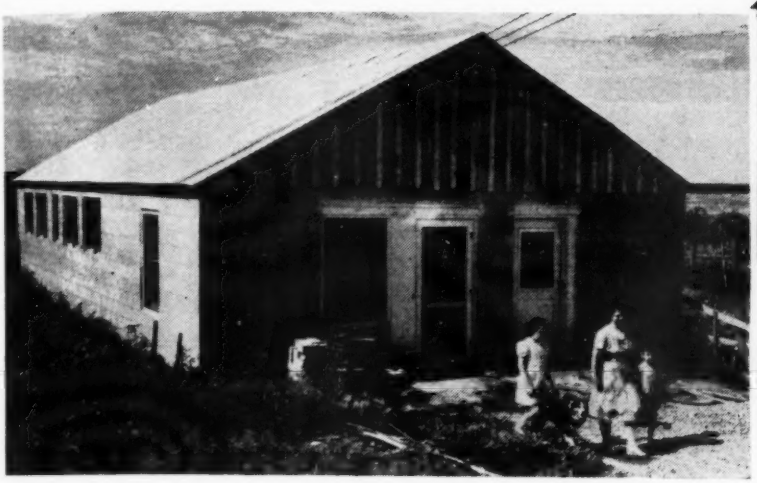
Early reports of the current campaign indicate that dealers are finding it highly effective, Crawford said, citing some typical examples:

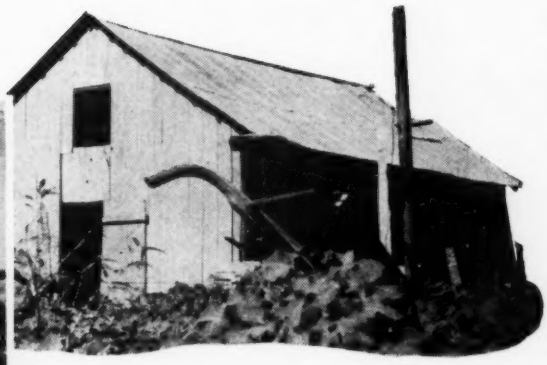
One dealer in a metropolitan area reported he had 36,000 prospects and that he was using direct mail, newspaper advertisements and telephone canvass. Twelve of his 18 oil burner salesmen had equipped themselves with test instruments and all have bought cameras with which to take before and after photographs of owners' homes and installations. This dealer expects to sell at least 1,000 replacement burners by the middle of the year.

A dealer in a small city reported he sold nine burners in 14 days; another, that he was circularizing all owners in his area and that all of his salesmen were busy making tests, closing sales, and taking before and after photographs. They had closed eight sales at the time he wrote. Numerous others reported sales of three or more each.

All of which illustrates the fact that there is always business to be had by the man who gets out after it.

NEIGHBORS ARE FINE FOLK





Unsightly and unsanitary farm buildings like the above are being replaced by modern milk houses like the one to the left in the Southwest's Neighborhood Progress program of The Farmer-Stockman.

In the Southwest a New Spirit of Friendliness is Being Engendered by the Farmer-Stockman

The Southwest was settled and developed because the pioneers who blazed the trails were a neighborly people. Not long after the country was settled, The Farmer-Stockman appeared on the scene. It, too, was a neighbor and friend. Like the family in the next township, it was a welcome visitor in most of the rural homes in the territory.

The Farmer-Stockman believes as much in the worth of good neighbors today. It is lending its influence and full support to the greatest effort ever made to preserve and develop better neighborhoods in Oklahoma and Texas. It is sponsoring a Rural Neighborhood Progress Contest.

In Oklahoma, The Farmer-Stockman has the cooperation of the Extension Division of Oklahoma A & M. College: in Texas, the full support of the Extension Service of Texas A. & M. Cash awards of $6,200 are at stake.

The first year, a total of 82 rural Oklahoma neighborhoods, involving 2,348 farm and ranch families in 47 counties, carried on aggressive programs for neighborhood improvement. In Texas, there were 63 neighborhoods in 50 counties, ranging from wheat farming communities in the high plains of the Texas Panhandle to a settlement of Latin-Americans in the Rio Grande valley, with 1,946 families taking part.

Self development on a well-rounded, community-wide program, is the keynote of the contest. Reports on the first year's program include such things as the establishment of community centers in scores of neighborhoods, widespread practices of soil improvement, restoration of rural churches and provision of home interests for young people. Whole neighborhoods have repaired, remodeled and painted farm buildings. The complete list of achievements would take a book to describe.

Rural families of the Southwest are finding renewed interest in farm and ranch life, are building better neighborhoods with the encouragement and stimulation provided by The Farmer-Stockman and with the assistance given them by the Extension Services of their agricultural colleges.

Neighborliness, even more than charity, begins at home. That is where the great Southwest is beginning its own Good Neighbor program that is contributing to happier living.

Ferdie Deering

EDITOR

The American Cotton Growers' Exchange in 1921 . . . The Southwest Wheat Growers' Association in 1922 . . . The Oklahoma Livestock Marketing Association in 1931—these are but a few of the many other editorial projects of The Farmer-Stockman designed for building a better foundation for Oklahoma and Texas farming. These are only a few of the reasons why in the span of thirty-seven years The Farmer-Stockman has outstripped all other farm papers in reader loyalty in the Southwest . . . why it has become the favorite farm paper in more than a quarter million homes.

The FARMER-STOCKMAN

OKLAHOMA CITY...DALLAS

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS
KLZ, DENVER (UNDER AFFILIATED MANAGEMENT)—REPRESENTED NATIONALLY BY THE KATZ AGENCY



"WELCOME SALESMAN"

Whether you sell chewing gum, automobiles or toilet goods, your advertisement in the Cleveland Plain Dealer will be welcomed in the homes of Plain Dealer families. Only the Plain Dealer offers you the famous Cleveland 2-in-1 market—*two* buying markets of almost equal sales volume at one low-cost coverage. You get Greater Cleveland plus 26 adjacent counties with 141* prosperous cities and towns. You get an extensive audience for your selling message . . . and one whose buying power can contribute materially to the success of your marketing program.

*Akron, Canton, Youngstown not included.

THE P. D. STANDS FOR *Planned Distribution*

Do you know the localities in this market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and others pertaining to *your* business. Call or write your P. D. representative for an appointment to receive this *individualized service.*


CLEVELAND PLAIN DEALER

U. S. TO MEET FOOD NEEDS IN GERMANY

CLEVELAND
PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

U.S.A.'s LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A "T"

Switches Sales Strategy To Meet Oil Shortage

Williams Oil-O-Matic, renaming its dealers Fuel Conservation Engineers, is concentrating on the replacement market.

What can a manufacturer of oil burners do during the present Nation-wide oil shortage to maintain his sales and to protect his dealers?

For an example of what can be done, let's take a look at the new sales approach of the Williams Oil-O-Matic Division, Eureka Williams Corp., Bloomington, Ill.

Williams, in a broadside to its dealers, frankly admits that the fuel oil shortage is a national emergency. Fuel oil must be conserved. It is in short supply. People have suffered.

But, to Williams, the shortage presents to dealers opportunities for both immediate and long pull business building. The shortage merely calls for a quick switch in immediate sales strategy. Why?

Why Replacements?

Periodic post-war coal strikes had spurred coal users to convert. To oil burner dealers, coal users became an easily tapped potential. In general, it was easy to get brand new customers for oil burners, so there was little incentive to go back over the ground and sell owners of old burners on the savings in the purchases of new burners. But year after year, a larger, but usually unsolicited market, was building up for replacement oil burner sales.

In general, it's to be assumed that sale of new oil burner installations has been stopped by inability of new owners to obtain an assured oil supply. At the same time, though owners of old burners are on short rations, they do have access to oil. They, naturally, have an acute interest in getting the most heat from their oil.

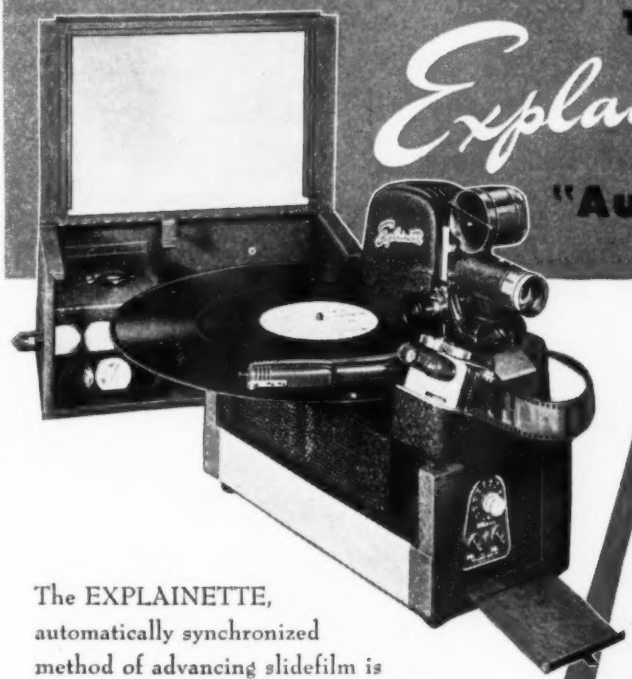
But the problem was how to dramatize to the public the value of replacing obsolete, fuel-wasting oil burners?

The problem called for a house-to-house test survey to find out if heating units were inefficient, and if so, what home owners could do about them.

So on January 16, more than 75 men from Williams Oil-O-Matic, led by W. A. Mathewson, executive vice-president, Eureka Williams, arrived in Springfield, Ill., rang door

A SENSATIONAL NEW ADDITION TO OPERADIO'S LINE OF SOUND SLIDEFILM PROJECTORS...

The Explainette "Automatic"



For Selling!
For Training!
No Bong!
Positive Action!
Low Cost!
Completely Automatic!

The EXPLAINETTE, automatically synchronized method of advancing slidefilm is the result of years of research. It is a simple, practical method... eliminating pauses in narration or music during each frame advance. The automatic synchronized advance is accomplished by a signal on the film... there are no bongs, cues or any other signals incorporated in the recording. It is a completely new method . . . *write for details on the EXPLAINETTE "Automatic" today!*

OPERADIO Explainette SOUND SLIDEFILM EQUIPMENT

OPERADIO MANUFACTURING CO., Dept. SM-38, St. Charles, Ill.

U.S.A.'s LARGEST REPRODUCTION HOUSE WE MATCH YOUR ORIGINAL TO A "T"

GENUINE HIGH GLOSSY PHOTOS 5½¢ EA.

Made from your negative or photo
Unsurpassed in quality at any price.
NO NEGATIVE CHARGE—NO EXTRAS
24-HOUR SERVICE ON REQUEST
8x10's: $7.49 per 100; $55 per 1000.
Super-Huckster Photos (4x8): $29.50 per 1000.
Postcards $23 per 1000. Mounted Enlargements (30x40): $3.85.
Made under supervision of famous James J. Kriegsmann
ANY PRODUCT PHOTOGRAPHED, $5 Up

JJK Copy-Art Photographers
PLaza 7-0233
165 West 46th St.
New York 19, N.Y.

"WE DELIVER WHAT WE ADVERTISE"

bells, and asked home owners for the opportunity to check efficiency of home heating facilities.

Researchers looked into all phases of automatic home heating—insulation, storm sash, weather stripping, caulking and poor heating practices, as well as oil burners.

They found that the temperature in 36% of the homes was maintained above the recommended temperature of 70 degrees. Compared with Federal Housing Administration standards, it was found that 87% of the heating plants were operating below minimum efficiency. To correct this condition, in many instances, required only minor adjustment. Calling attention to the simple method of correction is a good-will builder.

Only 20% of the homes were completely weatherstripped. Less than one-half of the homes had storm sash. Slightly more than one-half of the homes were insulated. Fewer than one-half of the householders set back their thermostats at night. This, obviously was inefficient use of fuel.



Findings have provided Williams with many new sales helps for dealers. Results of the Springfield test are being released to dealers all over the Nation and these dealers are being mobilized to conduct similar free surveys themselves.

Sells the Line

"We are now finding that complete automatic oil home heating includes the sale of oil and oil burners, oil-fired furnaces and boilers, heat circulating equipment, controls, thermostats, insulation, storm sash, and caulking," explains Mr. Mathewson.

In a brochure to dealers, Williams shows dealers the profit-making possibilities of selling the entire line of home heat conservation material. To cap the promotion, Williams has renamed its dealers Fuel Conservation Engineers.



100% COVERAGE OF ONE MARKET WITH ONE NEWSPAPER AT ONE LOW COST

To reach Akron Buyers, who annually spend more than $350,000,000.00 in Akron stores, you must do a local advertising job. The only way of doing a thorough local job of selling in Akron is by constant use of The Beacon Journal, the ONLY Newspaper that influences Akron buying.

There's nothing unusual about such a statement, for home-town newspapers have a way of influencing the buying habits of their readers. The unusual thing about the Akron picture is that ALL Akron buyers read, and are influenced by, ONE Newspaper.

There's no getting around it, Akron is truly Ohio's richest ONE in ONE Market. You should take full advantage of this situation.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

15 MILLION NEGROES MUST EAT AND DRINK

And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

Take out your hankies, men . . .



This is the story of a sad, sad AD

(Weeping time: — several seconds)

Tsk . . . tsk . . . the trouble a certain ad had.

Nothing physical, mind you. No layout lumbago, copy thrombosis or art-uritis. Nothing like that.

Fundamentally it was just as sound as a dollar should be. Its headline was a stopper, its illustration a nifty, and its copy a mellifluous melody. Real pre-war selling stuff. Yessir!

But readers didn't buy. And the ad's makers and sponsors were at a loss to understand its failing. So they all said very unkind things about it and made its type-face red with shame.

Including the product's advertising manager. He, too, raved and ranted but for a different reason. For in him dwelt the thought that maybe the ad was just fine and the trouble was merely that prospects didn't know where to find the product. There must be an easy way to let them know, he thought.

And then somebody (we know who) tipped him off about Trade Mark Service. He bought it, too. Got his product's brand name and trade-mark listed in classified telephone directories all over the country. Directly over a list of his local outlets wherever he had distribution.

Then he brought the ad back to life. Put in a line that said quite loudly, "Your local dealer is conveniently listed in the 'yellow pages' of your telephone directory." You can guess what happened then. (It happens all the time.)

Now it's a happy, happy ad.

Because it's getting the results expected of it.

Because everybody seems to like it.

Because the "ravers" and "ranters" aren't saying a word. Just smiling.



BELL SYSTEM

AMERICAN TELEPHONE & TELEGRAPH CO. AND ASSOCIATED COMPANIES

For further information, call your local telephone business office.



PAPER DRAPERIES: Cottage curtains are available in a gay strawberry pattern, gingham and floral patterns. They are manufactured by Clopay Corp.

JEWELRY PACKAGE: Called "Duette", it has a unique re-use value. Developed by Braun-Crystal Mfg. Co. for Laguna pearls, it may be used as a fitted vanity.



Designing to Sell



NEW BILLFOL
Designed for wome
it has photo ca
coin and key pur
currency pocket,
special safety t
closure. Made
Enger - Kress C

SGE ORIOLE GAS RANGE: It is one of the latest models in the line of Standard Gas Equipment Corp. Has Magic-Mirror oven door, turret-type top, and electrically ignited ovens.



MODERNIZED BOX DESIGN: New Oakite container features little "Okey Oakite" who stars in Oakite advertising.



YOU'RE ON THIN ICE WITH OUT-OF-DATE "FIGURES!"

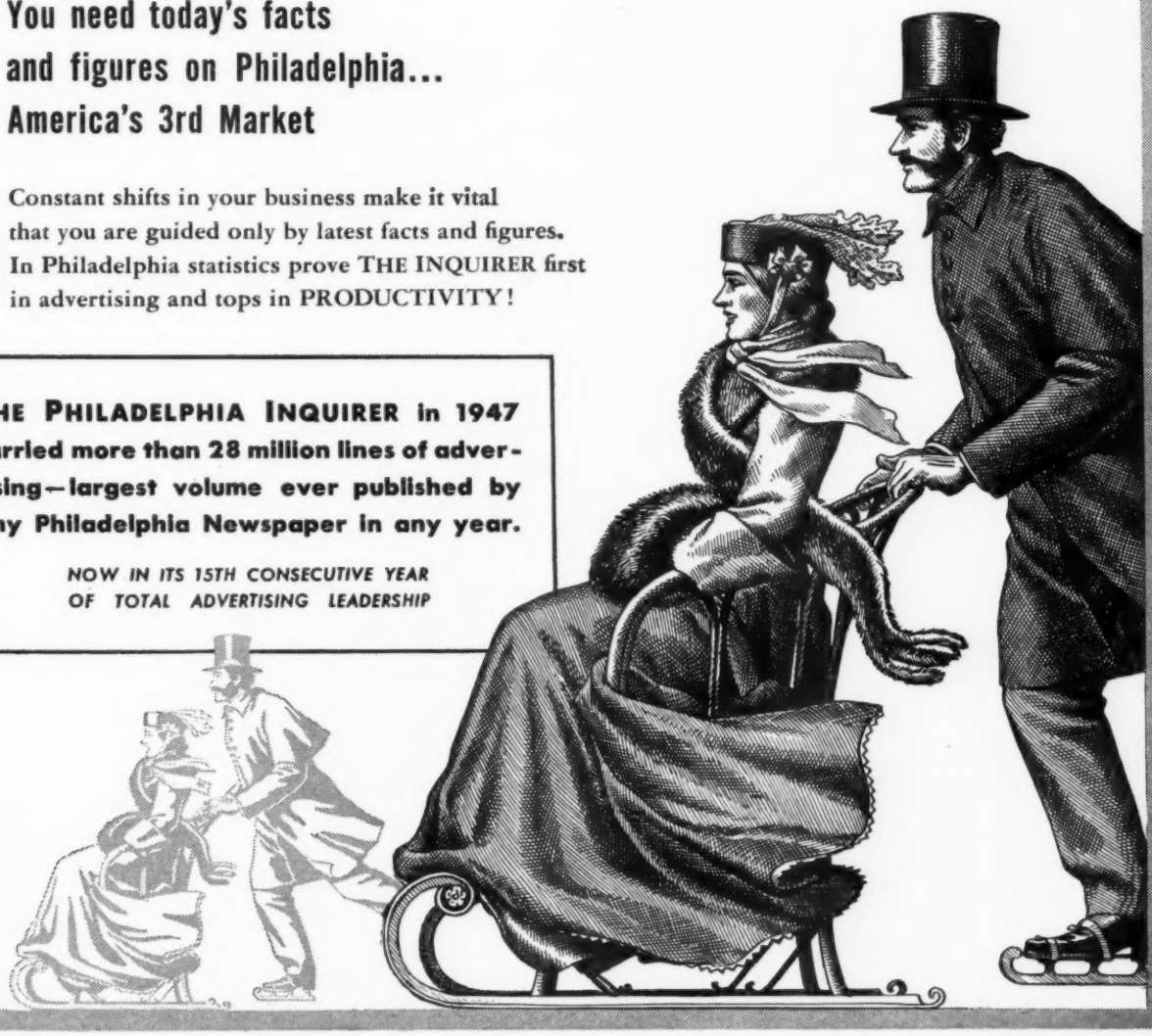


You need today's facts and figures on Philadelphia... America's 3rd Market

Constant shifts in your business make it vital that you are guided only by latest facts and figures. In Philadelphia statistics prove THE INQUIRER first in advertising and tops in PRODUCTIVITY!

THE PHILADELPHIA INQUIRER in 1947 carried more than 28 million lines of advertising—largest volume ever published by any Philadelphia Newspaper in any year.

NOW IN ITS 15TH CONSECUTIVE YEAR OF TOTAL ADVERTISING LEADERSHIP



PHILADELPHIA PREFERS THE INQUIRER

The Philadelphia Inquirer

CIRCULATION: DAILY...OVER 700,000 • SUNDAY...OVER 1,000,000

Exclusive Advertising Representatives

T. W. LORD, *Empire State Bldg., N.Y.C.* • ROBERT R. BECK, *20 N. Wacker Drive, Chicago* • GEORGE S. DIX, *Penobscot Bldg., Detroit*

West Coast Representatives: FITZPATRICK & CHAMBERLIN, *155 Montgomery St., San Francisco*

Good News—and Bad—About Sales: How Panel Studies Reveal It

BY VERGIL D. REED • ***Associate Director of Research, J. Walter Thompson Co.***

Analyses of brand loyalty, switches and deals show how purchase records expose significant facts about sales trends. This type of research gets at facts which are often covered up by the figures on over-all sales volume.

Just how loyal are consumers to known brands? What makes them switch from one brand to another? How many of your customers leave you in a month, a quarter or a year? What competitors get those who leave you? Do they stay with your competitor, switch back to you, or try a third brand?

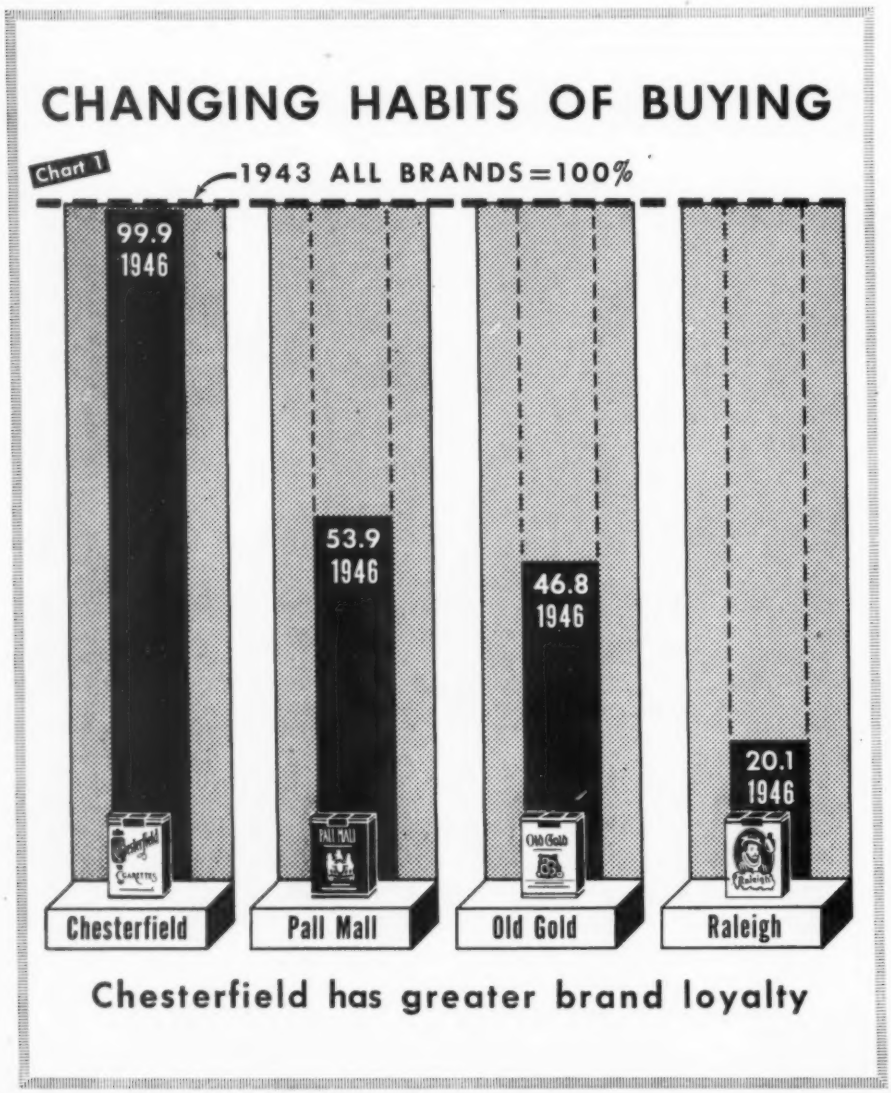
When one of your competitors puts on a special deal, what happens to your brand—and his? How many new users does the deal get? How many of them do you contribute? How many come back to you? How many stay with the deal brand? Did the deal gain enough new users to pay for it, or did old customers merely "load up" at the bargain price, then stay out of the market a long time, cutting normal sales after the deal?

Just to make it tougher, what happens when two of your competitors put on deals at about the same time?

Are your sales increases coming from larger, or more frequent, purchases by satisfied old customers, or are you picking up new "one-time" buyers just a little faster than you lose the old ones, because there is something wrong with your product?

We know but one way to get the answers to most of these questions, consistently, currently and with a reasonable degree of accuracy. No "one-time" survey or "snap-shot" picture of the consumer's behavior at a given moment can do this kind of job. It requires a continuous "moving picture" of family purchasing behavior, habits and preferences. The only practicable way we have found to get this motion picture at a reasonable cost to the manufacturer is through the continuous consumer panel. For a single manufacturer, the cost is too great. This is why the J. Walter Thompson Co., in 1939, set up its first consumer panel with 2,000 members. In April, 1947, the number on the panel was raised to 5,000. Panel members maintain records on approximately 25 items in their monthly diaries.

The panel technique does give the answers to questions such as these—and many others—for the kinds of consumer goods that are bought regularly at fairly short intervals. It is not recommended for some kinds of goods, particularly those purchased at long intervals or only for special occasions. Practically no memory errors are involved, since respondents enter on a diary form information about their purchases of the listed items when made. Diaries are sent out toward the last of each month for the following month. Completed



CHESTERFIELD CUSTOMERS STICK: (Chart 1) An analysis of cigarette purchases in 1946 by panel families revealed that 99.9% of the families that were buying the brand in 1943, were still loyal. But the '43 Raleigh smokers were buying only one-fifth as many three years later. Facts cue action.



● Here's the way the Brown & Williamson Tobacco Corporation and its agency, Batten, Barton, Durstine & Osborn —New York, build sales and profits for KOOL Cigarettes: They reach plenty of people...with plenty of announcements... on plenty of stations from coast to coast.

It's a big typical Spot Radio job and you know it pays because Brown & Williamson keep at this hard-hitting advertising 52 weeks a year.

And why shouldn't it pay? Each station in each market is picked on merit — regardless of network affiliation. Each announcement is aired at a carefully selected time with a large measured audience. And every second of time that's bought is devoted solely to selling.

Why not try flexible, powerful, profitable Spot Broadcasting yourself? Ask your John Blair man about it.



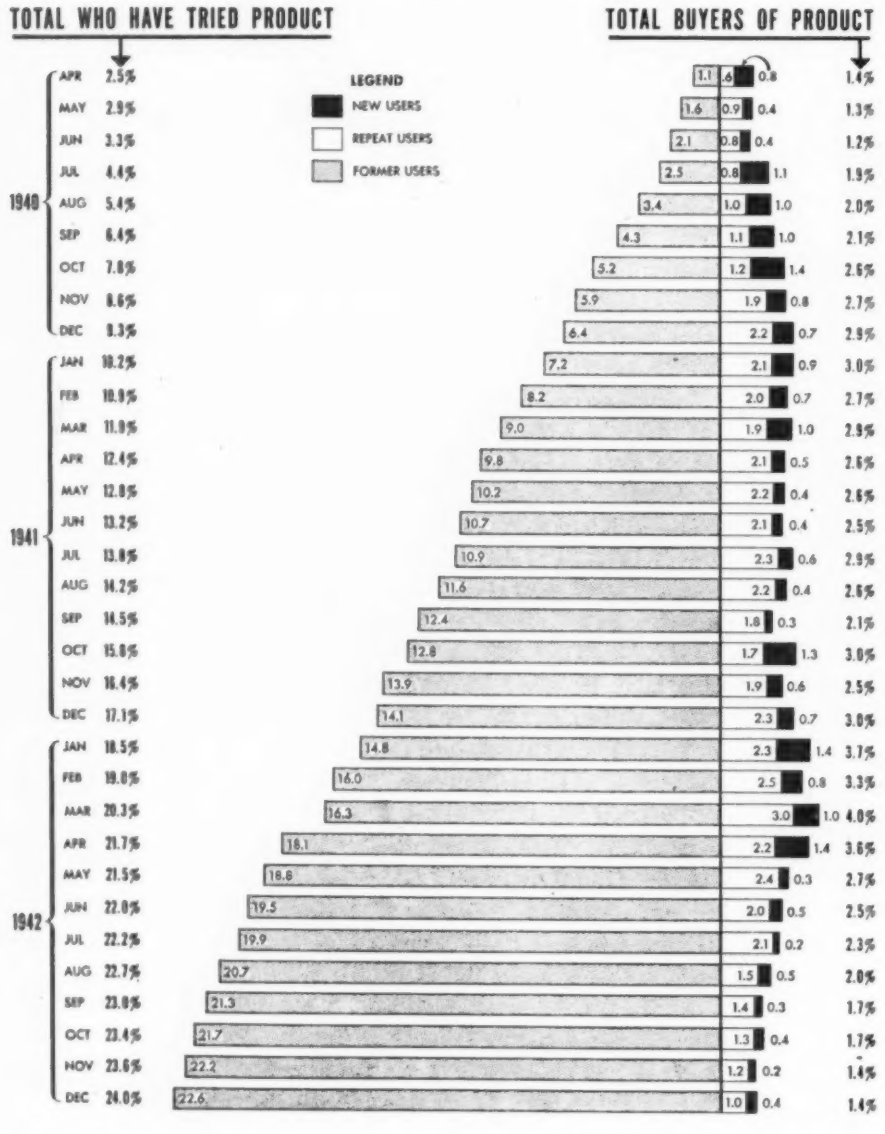
SPOT RADIO SELLS THE MILLIONS THAT BUY

*Spot Broadcasting is radio advertising of any type (from brief announcements to full-hour programs) planned and placed on a flexible market-by-market basis.

JOHN BLAIR & COMPANY

REPRESENTING LEADING RADIO STATIONS

Offices in Chicago • New York • Detroit • St. Louis • Los Angeles • San Francisco



THE NAKED TRUTH: (Chart II) A panel study shows that this manufacturer who introduced a new toilet tissue was holding only one out of five who tried the product. Two years and eight months after introduction, the company is back to where it started.

diaries are mailed to us immediately after the end of each month. Members are chosen by personal interview and are paid for their services. Recurring opinion or attitude questions are avoided. Great care is taken to avoid "conditioning" of panel members. Turnover is about 5% a year, and this makes it possible to keep feeding in younger families to maintain the proper age stratification.

Follow-up and instructions are by mail except where trouble develops or new members are added. Complete family record cards for each member family are maintained by us so that family histories are available for studies or classification by any desired characteristics. Many of these family records run back to 1940. However, the panel was expanded from 2,000 middle-class urban families to 5,000 families stratified according to total population early in 1947. Experience on the basis of the expanded panel confirms our impression that the smaller sample had a high degree of stability and reflected the market surprisingly well.

Each user of the panel gets annually what amounts to a motion picture of his market made up of 60,000 frames—12 monthly reports from 5,000 consumer families. The longer he uses the panel the greater becomes its value to him because of the trends and changes it discloses, over any period of time. Thus, the long-range trends as well as the short-term variations and seasonal changes become apparent. These trends in the market are always more valuable guides to policy determination and effective planning than any single or seldom repeated studies of the market.

Having described our camera and the setting, let's see what answers the pictures disclose for questions posed at the beginning of the discussion.

Brand Loyalty Jolts

A study of brand loyalty for cigarettes made from the panel gives some really rugged jolts.

We took all panel families by brand of cigarettes used for a period in 1943. All those families remaining in the panel at the same period in 1946 were then matched against their 1943 reports. For instance, we took families who bought Chesterfields in 1943 and compared what those families bought in 1946. The same thing was done for each of several brands. Two facts were immediately apparent. First, the matched families were buying considerably more cigarettes in 1946 than in 1943. Second, the brand loyalty was extremely high for some brands and shockingly low for others. See Chart I.

Those families buying Chesterfields in 1943 bought just as many in 1946 (99.9%) as in 1943. Those buying Pall Malls in 1943 were buying only 53.9% as many Pall Malls in 1946. The 1943 Old Gold families were buying 46.8% as many of that brand in 1946 as in 1943. The 1943 Raleigh smokers were buying only one-fifth (20.1%) as many Raleighs in 1946. Both Camels and Lucky Strikes fared well in this analysis, but neither came up to the Chesterfield loyalty. In the three-year period covered, Chesterfield, Pall Mall, and Old Gold had all increased their sales. It is obvious which had the easier job. Pall Mall and Old Gold had to get new customers constantly to even maintain previous sales volume. Brand loyalty was a great advantage to Chesterfield.

These brand shifts can be analyzed for any period by geographic regions, city-size groups, sex, race, economic status, age, or family size.

Brand changes over a period of a year among buyers of nail polish not only offer a good example of how

More Sales at Lower Cost.....

First of a series



68%

OF ALL RETAIL SALES ARE MADE IN THE

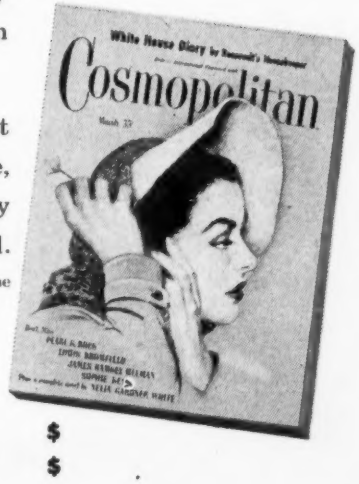
608

PRINCIPAL TRADING CENTERS

75.1% of Cosmopolitan's net paid circulation of over 2,100,000 is concentrated in America's 608 Principal Trading Centers and the trading areas of the 10 Multiple Markets. Over 68% of all retail sales are made in this "PROFIT MARKET."

- No other multi-million circulation magazine in the weekly, monthly or women's service field offers as high a percentage of circulation concentration in these key markets.*
- Your cost per page per 1000 readers for this concentrated "Profit Market" coverage in Cosmopolitan is only $2.42 for black and white, or $3.61 for 4 colors — close to the lowest rate available in any volume magazine regardless of *where* its circulation is delivered.

*Except Time



Sell the "Profit Market" first ... with Cosmopolitan

How to get more out of every dollar you put into your selling...

—if you offer a product or service used in building or construction

Every step your salesmen take costs you money; well spent, if they step in the *right direction*, at the *right time*. Dodge Reports will help you give your men the direction and timing they need.

As each construction job progresses through plans, specifications, contracts, Dodge Reports will show you and your men *where* your product or service will be needed... *who* is responsible for the buying decision . . . and *when* that decision will be made.

Your sales management can use Dodge Reports as an authoritative guide for market research, advertising, and sales control. Based on *verified* daily information, Dodge Reports show building and construction activity in each county; enable you to check sales performance accurately.

You get *authentic* facts . . . assembled by 671 Dodge news gatherers, that will enable you:

1 To direct your sales efforts most profitably.

2 To size up your potential markets, allocate deliveries, set sales quotas and territories.

3 To put your sales promotion material directly into the hands of each *identified* potential buyer.

4 To help your salesmen concentrate on live prospects *at the right time* for an effective sales presentation.

F.W. DODGE CORPORATION

FREE BOOKLET—
"DIRECT TO YOUR MARKET"
shows how you can benefit from Dodge Reports, how the Reports are prepared; how you can select a Dodge Report Service adapted for your specific needs. Write for your complimentary copy today. Address Dept. SM-348.

DODGE REPORTS

DIVISION OF F. W. DODGE CORPORATION
119 West 40th Street, New York 18, N. Y.

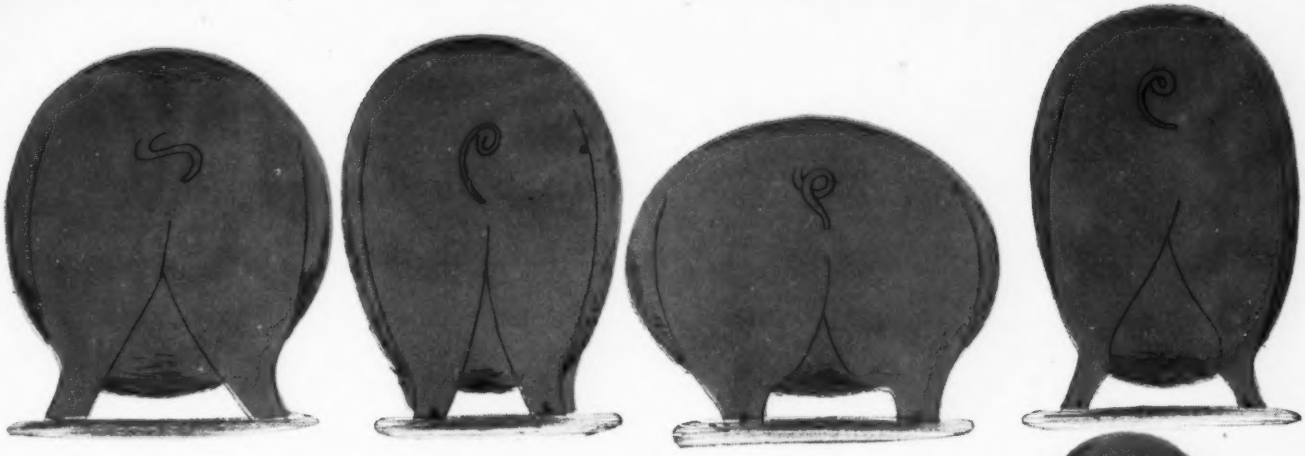
Service in the 37 Eastern States
Offices in all Principal Cities

Construction News for Selling • Direct Advertising • Research • Control

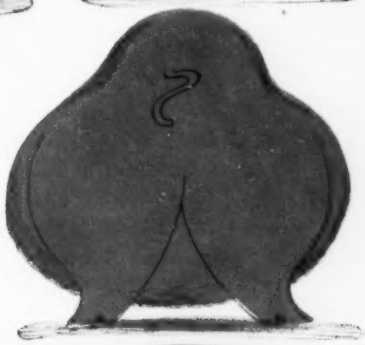
great brand changes may be for such an item, but the reasons for shifting are equally interesting. Out of the former panel of approximately 2,000 families 1,107 reported changes of brands during a 12-month period. Of these 706 gave specific reason for shifting *to* another brand. Taking the number of those who reported specific reasons for their change to another brand as 100%, we find the following reasons by percentages (adds to more than 100% because a few respondents gave more than one reason):

1. Qualities of the product	**34.3%**
Color—shade	17.7
Matched set or kit	6.8
Wears better—stays on longer	4.7
Does not chip	0.9
To test lasting qualities	0.9
Like bottle or applicator	0.7
For foundation—colorless	0.6
Other reasons given (each accounting for less than 0.5% were: better gloss, easier to apply, good wax base, small size for travel, use other products, wanted a paste, used in professional manicures, former brand split nails, and former brand thickens too quickly	2.0
2. Gift	**20.8%**
3. Recommendation of others	**12.2%**
Friend	6.3
Clerk	4.3
Beauty operator	1.3
Not specified	0.3
4. Special sale—price—premium	**4.5%**
5. Advertising	**3.5%**
6. Miscellaneous reasons	**28.2%**
Used brand before	11.8
Wanted to try a change	9.1
Unable to get regular brand	3.4
Convenience of purchase	0.7
Sample	0.7
Regular brand injuring nails	0.6
Other reasons given (each accounting for less than 0.5%) were: Neighbor sells, store display, use other products of the company.	1.9

Reasons for changing *from* a brand are just as easily obtained through the panel technique as are the reasons for changing *to* a brand. Over a period of six months 487 panel members (out of approximately 2,000) "dropped" a brand of deodorant. Of these, 318 reported a

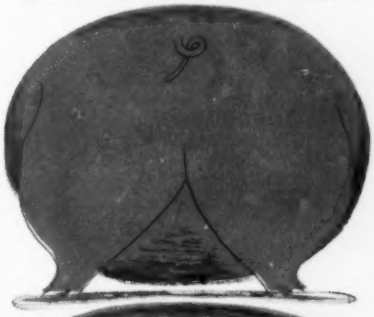


how to tell a HOG...



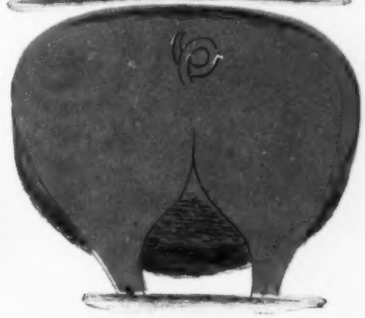
THIS IS YOUR INVITATION to sit in on a significant marketing advance . . . get a ground floor understanding of an agricultural revolution eventually affecting the breakfasts of most U. S. families . . . For sheep and cattle, market grades have been well established. But pigs are still pigs, bought and sold pretty much on a per-pound basis. Canada, England and Denmark appraise hogs *by the value of the dressed carcass* . . . encourage the production of quality lean meat.

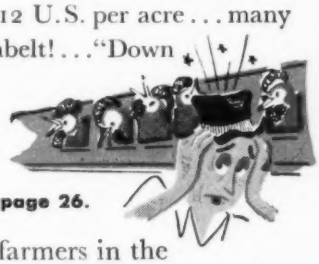
So in a series of four articles in the March issue, SUCCESSFUL FARMING outlines the urgent need for improved marketing and grading of hogs . . . and urges the cooperation of growers, packers, experiment stations . . . Because what SF recommends today is usually accepted farm practice tomorrow . . . see pages 27 to 34 for this significant series!





Chinese caterpillar . . . Nanking native with swing hoe plows up to one-twentieth acre for 50c pay per day . . . equivalent to $10-12 U.S. per acre . . . many times cost in mechanized cornbelt! . . . "Down Machinery Row in 1948" . . . **page 22.**





1 man to 500 hens . . . can feed and water in an hour, collect eggs four times a day . . . without setting foot in henhouse! . . . "Freedom from Poultry Chores" . . . **page 26.**

Most missed market . . . are the best U. S. farmers in the 15 Heart States . . . lightly covered by national magazines and networks . . . deeply penetrated only by SUCCESSFUL FARMING . . . with more than 1,200,000 circulation among farmers with the best brains, richest soil, average gross income ('46 without gov't payments) of $7,860—$3,252 above national farm average.



With farm income and production at peaks, record savings and cash in check books . . . the SF audience is the best class market in the U. S. today! No advertising is really national without this market and medium! . . . Full facts, call any office . . . SUCCESSFUL FARMING, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



IN HELENA, OVER 80% OF THE EAGLES OWN SHOOTING IRONS . . .



The monthly poll of Eagle Opinion showed that in Helena, Montana and three other typical Aeries 83.6% of the Eagles in those cities own their own rifle or shotgun. We admit being a little surprised by that figure, too. This is just one example of what over 1,000,000 Eagles buy, and the Fraternal Order of Eagles is growing at the rate of 28,000 each month.

The EAGLE Magazine

MORE THAN ONE MILLION SUBSCRIBERS

704 WARNER BUILDING • MILWAUKEE 3, WIS.

IN Dallas

IT'S THE

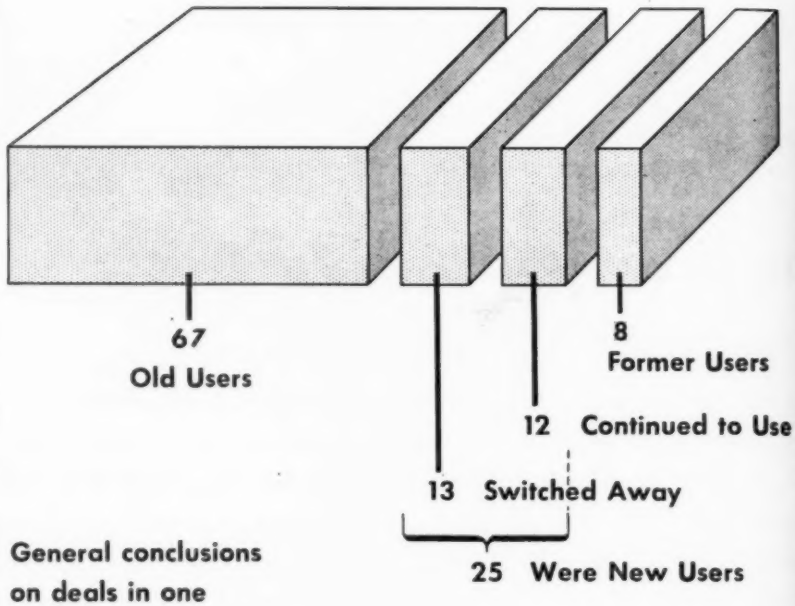
TIMES HERALD

ASK THE BRANHAM MAN

Why

Chart 3

Out of every 100 people who bought the deal:



General conclusions on deals in one specific field:

Most of those who buy in a combination offer return to their former brand when they purchase again. Not over 20% become new regular users of the free product, probably average around 10%. About 25% buy the same combination deal more than once.

DO DEALS PAY? (Chart III) A manufacturer offered a 50-cent jar of one toilet preparation plus a 25-cent bottle of another (same brand) at 59c. Out of every 100 families that bought, 67 were old users, 25 were new users, 8 formerly used the deal brand but were not using it at the time.

specific reason for "dropping" the brand they had been using. It is often more significant to know why your brand, or a competing brand, is losing former users than to know why new ones are trying any given brand.

During this six months, Brand B lost five times as many as Brand D and twice as many as Brand C because of criticisms of the physical properties of the product such as "dries out," "hard to use."

Brands B and C each lost four times as many users as Brand D due to recommendations of friends, salespeople, or beauty shops, while Brand A lost three times as many as Brand D. "All other brands"—other than the highest four named—lost 11½ times as many as Brand D but only three times as many as Brand B and Brand C.

Among those who said they switched *from* a brand because of advertising, the losses of "all other brands" were seven times as great as those of Brand D, but Brand C had no losses attributed to this cause.

"All other brands" suffered very considerable losses by customers switching back to brands "used before." Of the four best known brands Brand B had the largest loss and Brand A the smallest from the switch-backs to a brand formerly used. Among those who just "wanted to try a new brand or change," Brand D fared best, with Brand C losing six times as many, Brand A five times and "all other brands" losing 17 times as many users.

With vitamins we would naturally expect quite a different brand selection and brand loyalty pattern. In the first place, the product falls into two distinct groups: the "ethical" brands and the "advertised" brands. In a 12-month period used here as an example, we find two leading "ethical" brands of multiple vitamins in non-liquid form. Of the panel families reporting the use of Brand A, 70.6% of them use it because of a doctor's recommendation or pre-

BLUE

stops the eye... starts the sale



PACK TO ATTRACT IN *Maryland Blue*

"Sell Faster"... see other side...

Products packed in BLUE sell faster



NOT just a container—but valuable selling and merchandising features. That's what you get when you pack in rich, royal, "eye-stopping" Maryland Blue Glass. Yes, Maryland Blue has played an important part in the sales success of many famous products. Here's why:

BLUE MAKES YOUR PRODUCT EASIER TO SEE.
BLUE MAKES YOUR PRODUCT EASIER TO REMEMBER.
BLUE MAKES YOUR PRODUCT SMARTLY MODERN.
BLUE INSURES RICH, DISTINCTIVE APPEARANCE.
BLUE STANDS OUT, ASSURES BETTER DISPLAY.
BLUE ADVERTISES YOUR PRODUCT IN THE HOME.
BLUE BUILDS PROFITS, STEPS UP REPEAT SALES.

PACK TO ATTRACT IN

Maryland Blue

Write today . . . tell us the nature of your product and the sizes in which it is packed . . . and let us send you samples of appropriate stock designs. Or, if you use bottles or jars in large quantities, we'll be glad to create a special design for your exclusive use.

• • •

MARYLAND GLASS CORP.
BALTIMORE 30, MD.

ALSO AVAILABLE IN CLEAR GLASS



Pictured on the preceding page are just a few of the handsome stock designs. This diagram makes them easy to identify.

1. Cabinet Square - in ½ oz. to 32 oz. sizes
2. Chesapeake Oval - in 4 oz. to 32 oz. sizes
3. Toilet Oval - - - in ½ oz. to 8 oz. sizes
4. Maryland Oval in 1⅞ dram to 32 oz. sizes
5. Squat Jar - - in 2 5/16 dram to 18 oz. sizes

scription. For Brand B, 68.3% of users give the same reason. Recommendations—doctor, friend, neighbor, relative, etc.—account for 89.9% of reasons given for purchasing Brand A and 91.5% for Brand B.

In the case of the "advertised" brands of multiple vitamins in non-liquid form, the doctor's recommendation becomes a relatively minor factor in brand selection or loyalty. The major reasons given for using two of the brands in this category are mainly interesting for their great differences. The major reasons for using brands C and D by percentages of total users were:

Reason	Brand C	Brand D
Free sample	35.4%	—%
Special offer	12.1	3.2
Confidence in brand or maker	12.1	16.1
Advertising	11.8	22.6
Recommended by friend, neighbor, relative, etc.	6.8	6.5
Recommended by doctor	5.5	19.4
Recommended by druggist	4.6	12.9
Easy to take	1.2	—
To build health in general	3.7	3.2

Every product has some consumer turnover. It is much more rapid for some types of products than for others —and, of course, faster with a faulty product of any type. Turnover is particularly important to a new brand trying to establish itself in the market. Through the panel we know whether each buyer in any month, or other period, is a new buyer or a repeat buyer. We also know every month the number of former buyers who are not currently buying a brand. If they bought the new brand and then shifted to another, reasons are given for the shift.

In Chart II we see what happened to a new household paper product over a period of about a year and a half. Note that 4% of the buyers of this kind of product were buying this new brand. That was a fair share of the market, considering the amount of money put into its promotion. However, note that in order to get 4% of our panel families to buy the brand the manufacturer had to "sample" 20% of the panel, which meant that he was holding only one out of five of those who tried the brand.

While this brand was being introduced a competitor was considering introducing one. Taking advantage of the reasons given for failing to "repeat" on the brand charted here, this competitor made some fundamental improvements in his own product before launching it. He got 4% of the total volume for this kind of product in about half the time his forerunner required and had a much lower turnover of buyers. Far more of his users were satisfied users and stayed with him.

Consumer deals are back again now that the war shortages and limitations are relaxed. We have checked the results of some of these deals both before and since the war. These studies reveal interesting facts. The more merchandise you give away, the more people will buy the deal. Although the main purpose of most deals is to attract buyers from competitive brands, often more old users than new ones buy the deal. It's a fine time to stock up at bargain prices —then stay out of the market for a while. The cost per new user is often high. After the deal is used up, half or more of the new users, as shown in studies of toilet preparations we have made, switch back to their former brand, or to another brand. About one-fourth of the deal buyers buy the deal more than once. The net effect of many deals is to give away profits to present users.

The effectiveness of one consumer deal, a 50-cent jar of one toilet preparation plus a 25-cent bottle of another under the same brand offered at 59 cents, is shown in Chart III. Out of every 100 families who bought the deal, 67 were old users, 25 were new users, and 8 had formerly used the deal brand but were not using at the time of the deal. Of the 25 new users, 12 continued to use the deal brand, while 13 switched away.

Offers Study

What happens when two deals for another toilet preparation come on the market at about the same time offers a study in combinations and permutations too detailed to unravel here, but some of the more interesting conclusions will be given.

Brand A promoted a deal made up of two 25-cent packages for 26 cents. Brand B promoted a deal of a $1 package for 50 cents. Half of the purchasers of A's deal were former users of that brand and 41% of the purchasers of B's deal were former users. Of those who bought A's deal, 71% had bought some brand of the product within two months prior to buying the deal, and 76% of the buyers of B's deal had done so.

On their first subsequent purchase after buying a deal, 62% of buyers of deal A and 51% of the buyers of deal B bought the same brand which they had purchased as a deal. Of

Attention . . .

Sales MANAGER

PROPER EQUIPMENT IS HALF THE SALE



H95A

HEAVY DUTY SAMPLE BAG

Top Grain Cowhide in Black or Brown. Cowhide straps completely around form into handles at the top. Individual lock-stitching. Bottom heavily reinforced. Wide center pocket and a narrow pocket on each side. Adjustable lock.

H95A . . . . 16" x 11" x 5½" $14.85
H96A . . . . 18" x 12" x 7" 16.50
H97A . . . . 20" x 12½" x 7" 19.75

H65A



L67A

EXECUTIVE BAG

Lock and frame. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Reinforced corners. Heavy stitching. Brown or Black Top Grain Cowhide.

H65A . . . . 16" x 12½" x 5¼" $15.75
H66A . . . . 18" x 13" x 6½" 17.75

BRIEF BAG

Solid bottom. Reinforced corners. Lock and frame style. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Black or Brown Top Grain Cowhide.

L67A . . . . . 16" x 12" x 7" $21.45
L68A . . . . . 18" x 13" x 8" 24.00

Write for Luggage Catalogue W

*Above net prices subject to 20% Federal Excise Tax

LUXOR LEATHERCRAFT CORPORATION

29 W. 34th St., New York 1, N.Y.

There's NO "summer layoff" in *busy* SAN DIEGO



OUT of town vacationers by the thousands bring $40,000,000 of new money to San Diego ...much of it in summer months. "Dog Days" back east are busy tourist days in *cool* San Diego. This summer... sell where the selling is good ...in big, San Diego... with potent advertising in the papers San Diegans read by choice.

Reach San Diegans and San Diego Tourists with just one "*buy*" - *the Union and Tribune-Sun*

90.8% of all families read the Union, Tribune-Sun or Sunday Union (by recent independent survey) ... ***Why take less?***

Plenty of newsprint now - Send your schedule

"All the News with Partiality to None"

San Diego

UNION and TRIBUNE-SUN

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

"EARLY WORM"



Irwin Johnson with his personalized record show has become a "must" for early morning risers (7, 7:45, 8:15) in Central Ohio. The "Early Worm" has a consistently high Hooperating against strong national competition. The fact that seventeen local and national advertisers have been on this program for six years and more attests to its dynamic sales power.



ASK JOHN BLAIR

WBNS

POWER 5,000 D.—1,000 N.—CBS

course this does not assure these buyers continuing as buyers, but even the period of time over which they continue to buy is easily measurable by the same method. While 62% of the buyers of deal A re-bought this brand on their first subsequent purchase, 2.1% switched to Brand B, 9.8% switched to Brand C, 5.6% to Brand D, 4.9% to Brand E, and 2.1% to Brand F. In all, 17% of the buyers of A's deal returned to the brand purchased prior to buying the deal and 21% switched to a third brand on their first purchase subsequent to buying the deal.

Although about 80% of the total buyers of the two deals had bought this toilet preparation within three months before buying a deal, less than half came back into the market again within three months following the purchase of a deal. Only about 20% bought again within a month.

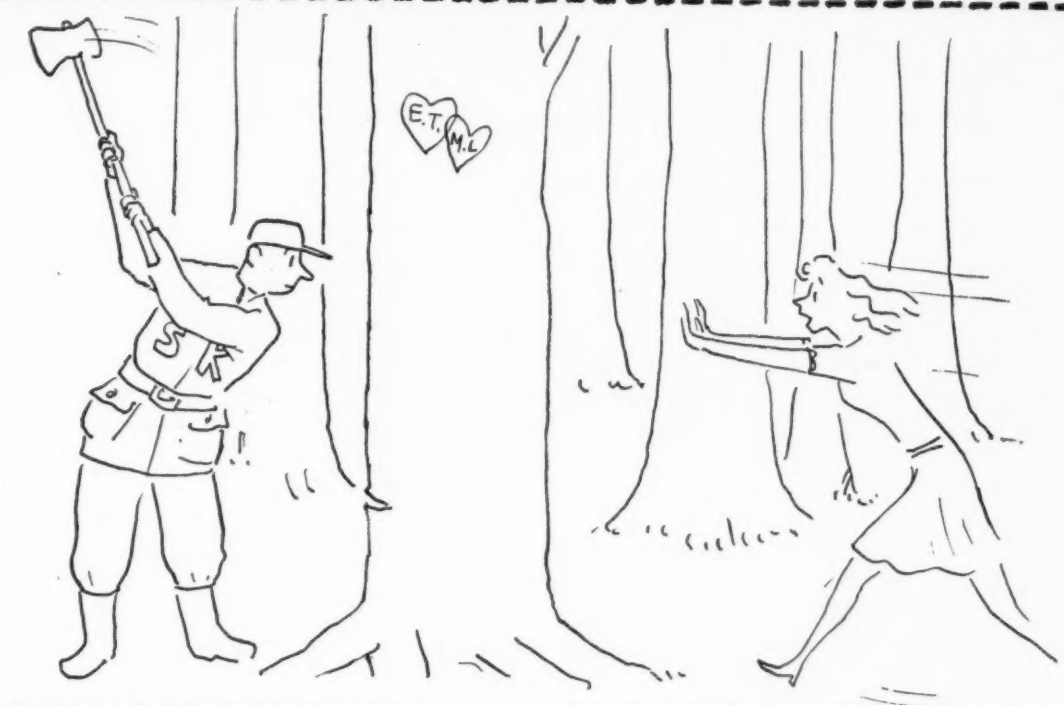
The examples projected here are merely a few frames from the many reels of moving pictures taken by the panel "camera" on only three subjects: brand selection, brand loyalty, and the effects of special deals. It is a versatile "camera" taking remarkably clear pictures of many other equally important but formerly hazy trends and changes in the markets for the products falling within its range.



Double-Edge Sales Tool

Both retail paint salesmen and home owners can put to profitable use the 40-page "Devoe Painting Guide" just issued by Devoe & Raynolds Co., Inc., New York City. The index front cover simplifies locating information on paints and their uses.

Never Underestimate the Power of a Woman!

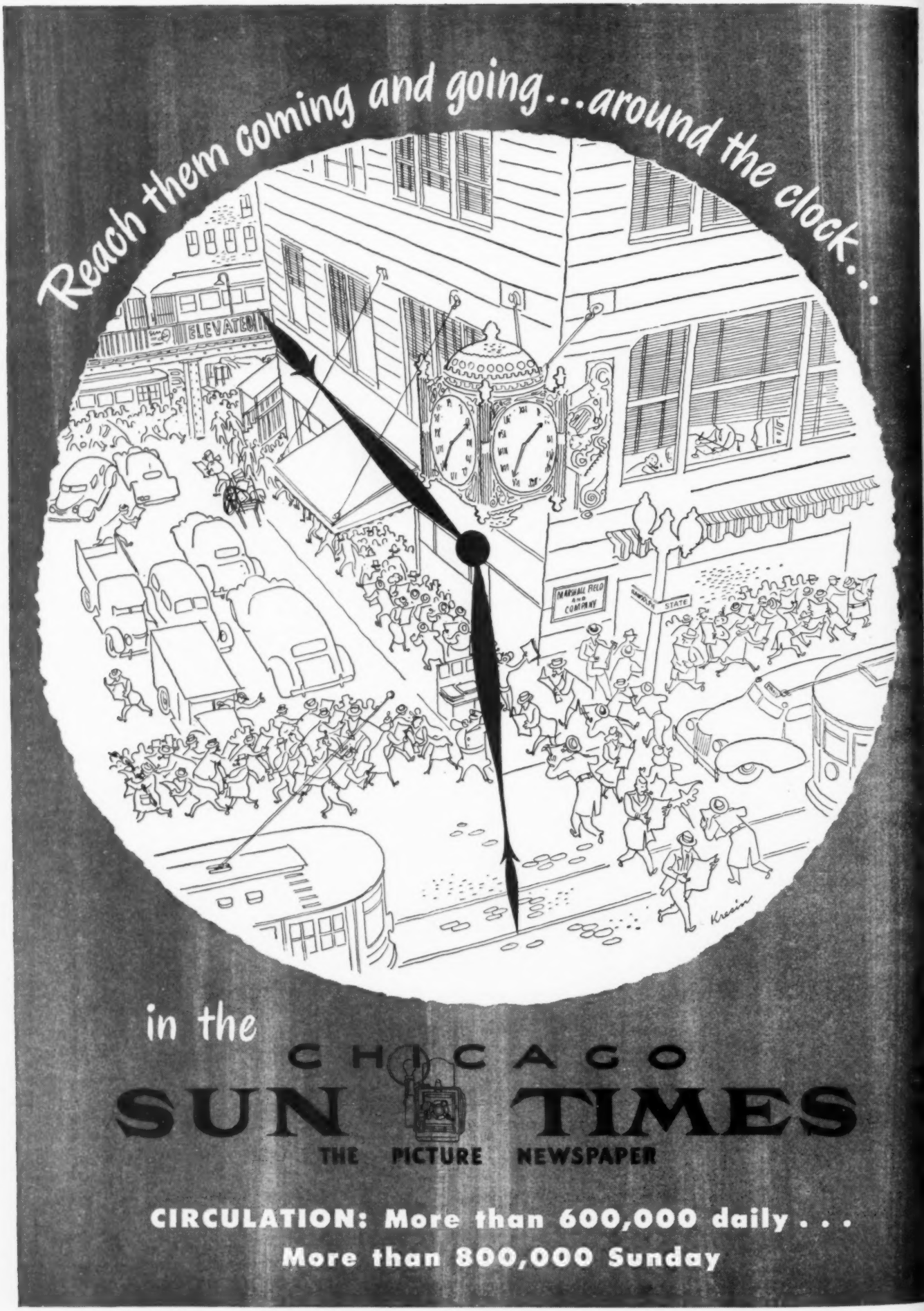




Nor the Power of the Magazine Women Believe In. *More* women buy Ladies' Home Journal, because women are *more actively interested* in a magazine edited especially for them. Their preference emphasizes the more useful, influential purpose the Journal serves in their lives. That's why, if women buy your product, or influence its purchase, you can tell more women, so much more effectively, in *Ladies' Home* JOURNAL

Bought by nearly a MILLION MORE women than any other magazine*

*Monthly OR weekly, with audited circulation.

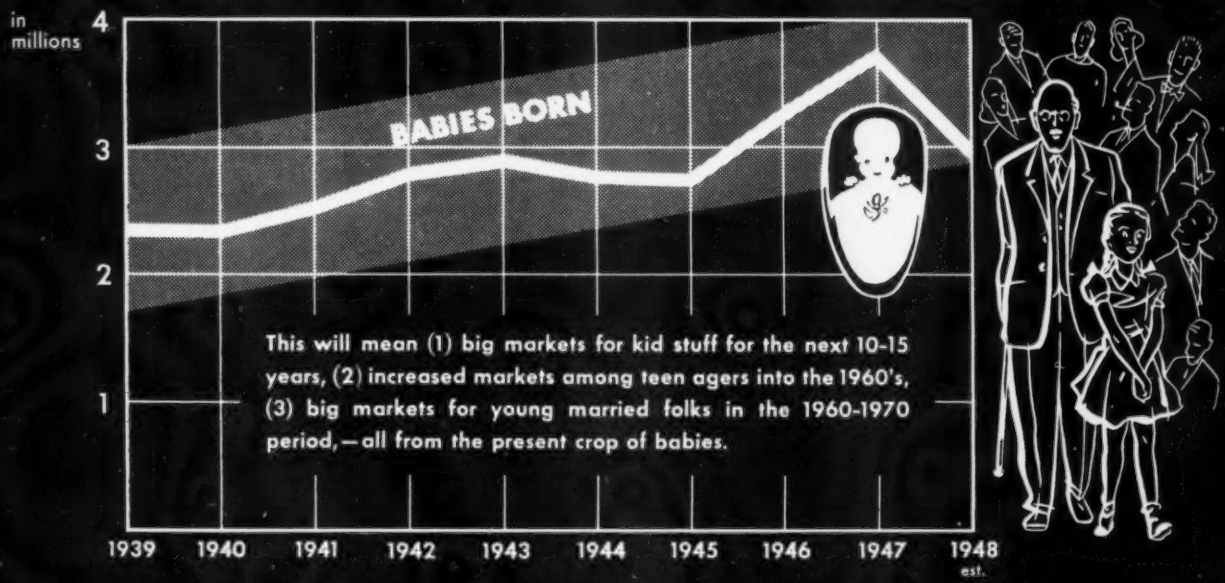

Reach them coming and going...around the clock...
ELEVATED
MARSHALL FIELD AND COMPANY
STATE
in the
CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER
CIRCULATION: More than 600,000 daily . . .
More than 800,000 Sunday

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

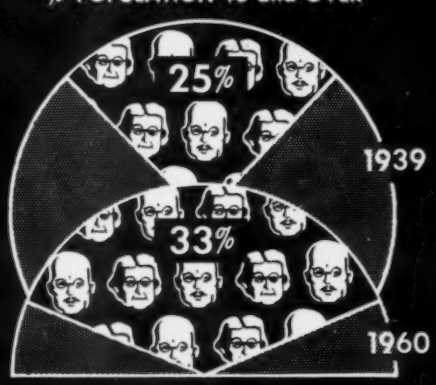
Strange things are happening to POPULATION PATTERN

For many years, as the life span has increased, there have been more and more old people, both in numbers and as a percentage of the population. But the war brought more marriages than ever before—and more children. So for some years to come we shall witness the apparent paradox of bigger slices of the population among the very young,—and the old.



More Old People

In 1940 there were 9,000,000 men and women 65 and over; by 1975 the figure will be 17,500,000. From now on the older worker will be more appreciated; there won't be silly talk about the "over 40's being too old." Their added steadiness and greater skills may be at a premium.



PICTOGRAPH BY
Sales MANAGEMENT
3-15-48

Source: Estimates by Bureau of the Census

CHARTMAKERS INC



How Many CUPS In FIFTEEN MILLION Pounds of Coffee?

Picture, if you will, FIFTEEN MILLION POUNDS OF COFFEE—all wrapped up and ready to deliver as a cash sale. At 40c a pound this represents a volume of over SIX MILLION DOLLARS—($6,053,480). This stupendous coffee business is the amount of coffee the 418,058 daily Detroit Times reading families purchase and consume every year.*

You're really percolatin' when you translate food advertising into Times reader consumption. Supplying SIX MILLION DOLLARS WORTH of coffee yearly to 418,058 Detroit Times reading families is BIG BUSINESS. In these precarious days of keen competition—to keep your BRAND name ON TOP and maintain your sales volume—it is just plain good, sound business sense to see that these 418,058 Detroit Times reading families are constantly reminded of your product. Consistent advertising in The Detroit Times is the armor of protection which your product MUST HAVE to maintain (or increase) its sales percentage in the great "Detroit" market.

418,058 TOTAL DAILY

617,541 TOTAL SUNDAY

—Sept. 30, 1947 ABC figures

The DETROIT TIMES

A HEARST NEWSPAPER
FASHIONED FOR THE FAMILY

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

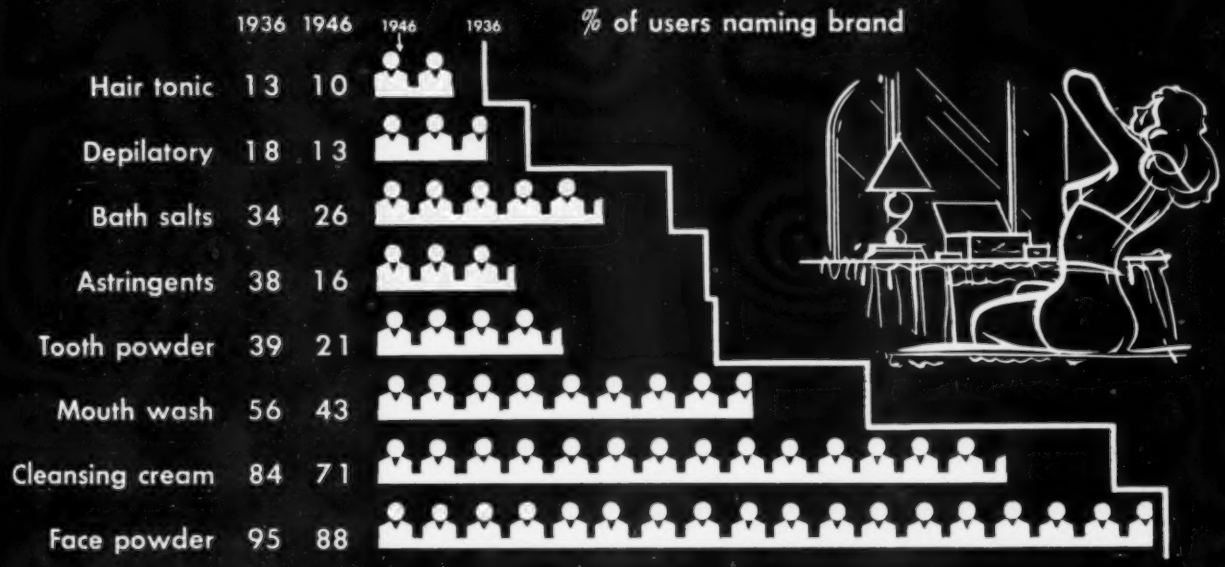
**Coffee consumption per family—36.2 lbs. yearly. U.S. Bureau of Labor statistics. Summer, 1947.*

BRAND CONSCIOUSNESS
among Cosmetic Buyers

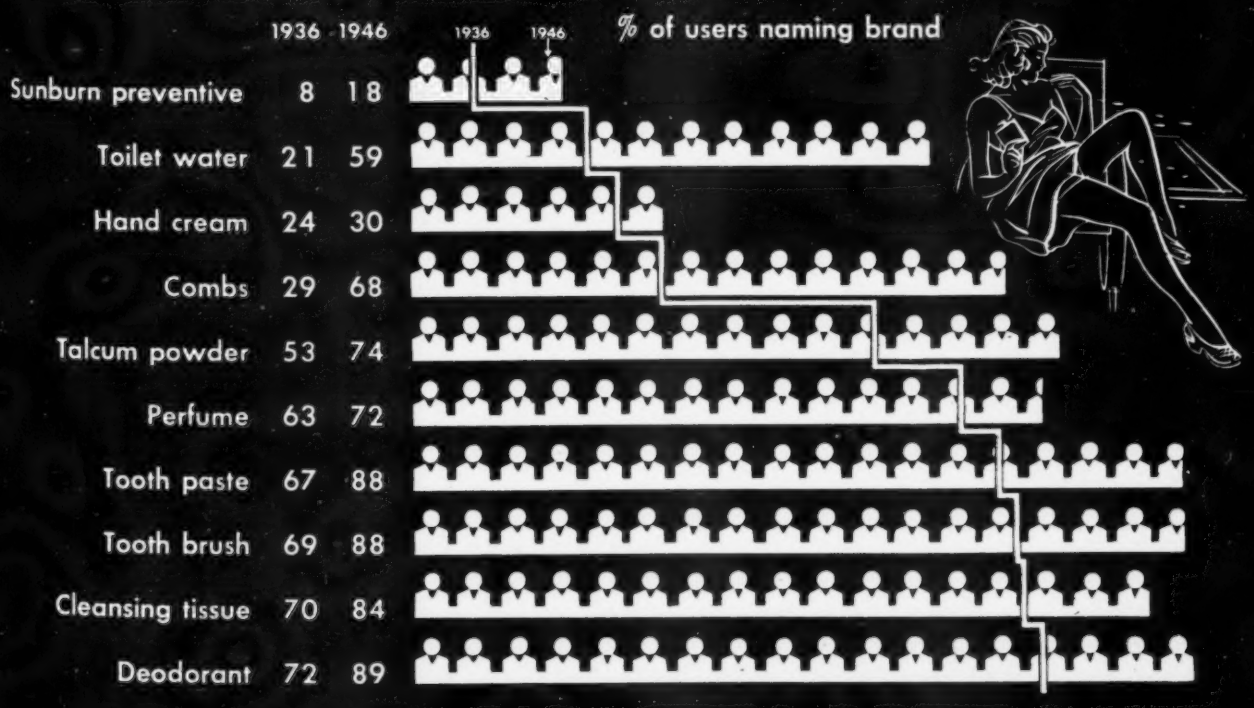


For the past fifteen years the readers of one group of magazines have been surveyed on their cosmetic buying. They are asked each year a series of questions on what they buy, where they buy and brand name. In certain categories the "% naming brand" has decreased, indicating a possible lack of strong promotion, while in other groups brand consciousness has increased materially over the past decade.

Brand Consciousness Has Decreased:



Brand Consciousness Has Increased:



PICTOGRAPH BY
Sales MANAGEMENT
3-15-48

Source: Dell Publishing Company "15th Survey of Beauty"

THE CHARTMAKERS INC.



it SERVES ~ so it SCREENS ~ so it SELL



It's which 3,000,000 *that counts*

3,000,000 families, selected even hit-or-miss, make a whale of a market.

But over 3,000,000 husbands and wives whose big interest is home and family, and who have the money to buy everything they want for better living, give you just about the choicest market America can produce.

That's the market Better Homes & Gardens gives you.

It's our editorial content that screens the market for you — 100% service articles, cover to cover, appeal exclusively to people whose big interest is better family living.

Your story in BH&G goes straight to the families who are looking for it. Editorial and ads in BH&G are on the same side of the fence, and BH&G readers look to both equally for ideas and know-how.

The BH&G representative will call soon — it would be very much worth your while to listen to his full account of what editorial screening can do for you.

Better Homes and Gardens

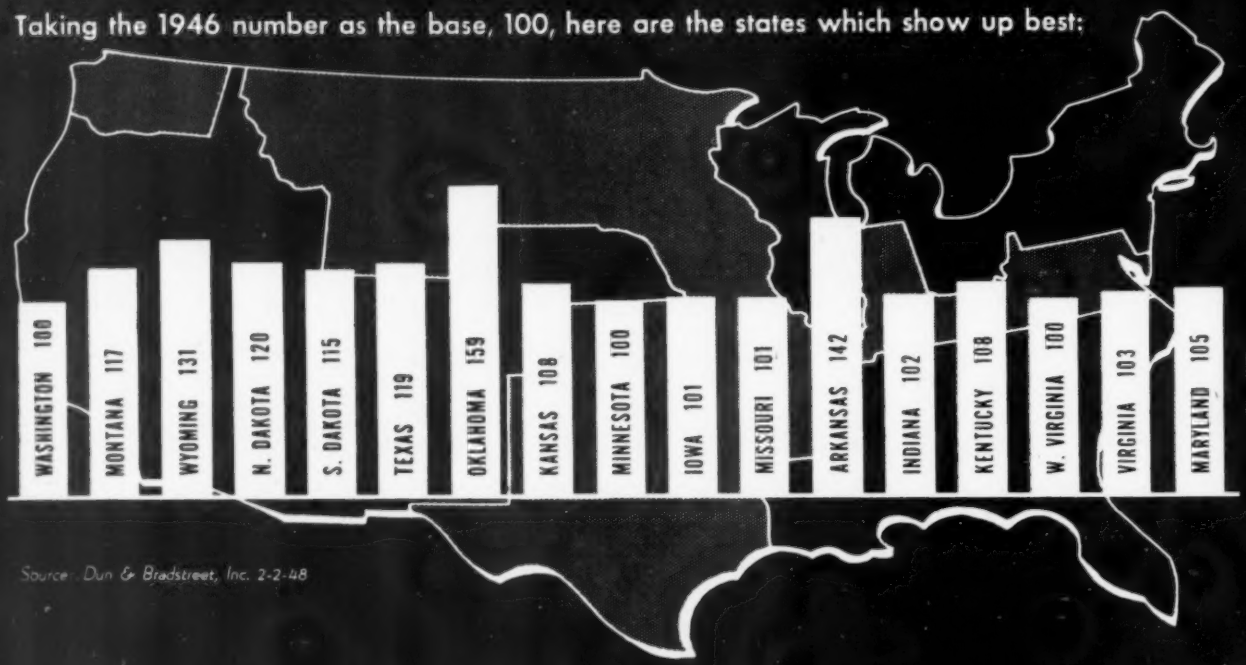
CIRCULATION OVER 3,000,000

America's First Service Magazine

Business Men Most Confident
in THESE STATES

Last year 112,638 new businesses were incorporated, only 85% of the 132,916 started in 1946. But in 17 states optimism reigned to such an extent that the number was the same or showed a healthy increase.

Taking the 1946 number as the base, 100, here are the states which show up best:



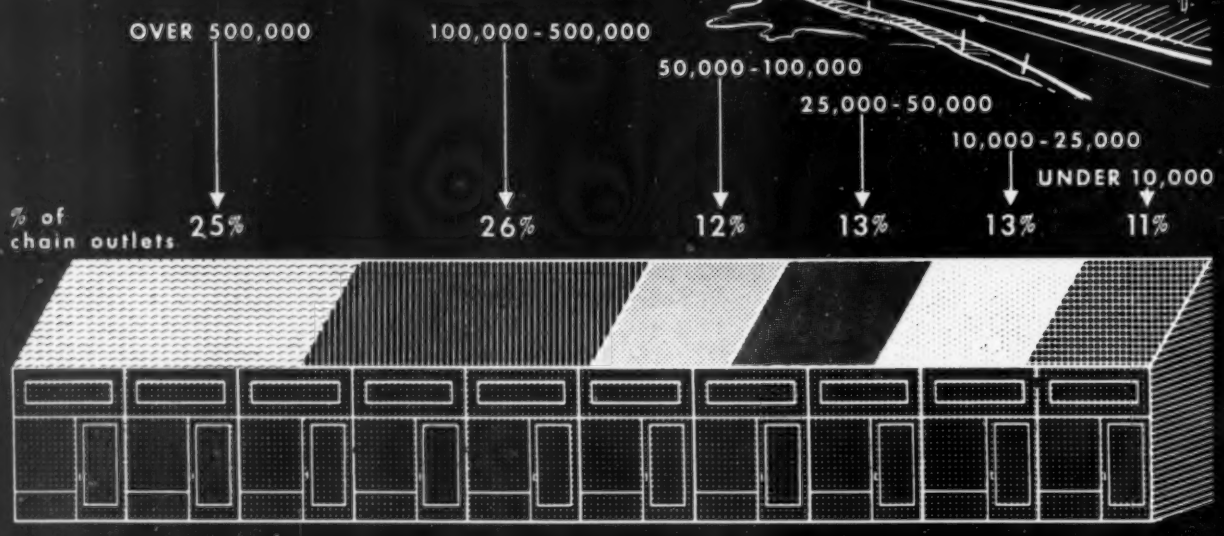
Source: Dun & Bradstreet, Inc. 2-2-48

Half of Chain Drugs now Small City

Almost precisely one-half of the chain drug stores now are in cities of 50,000 and under. But there are 27,904 communities of less than 50,000 population, and only a trifle more than 3% are served by chain drug stores.

The 4,655 chain drug stores are located in these cities:





PICTOGRAPH BY Sales MANAGEMENT

Source: National Association of Chain Drug Stores

THE CHARTMAKERS INC.

MARKET FACTS NO. 14

NEW YARDSTICKS

FOR EVALUATING YOUR MARKETS

1947 figures from the unpublished
McGraw-Hill Census of Manufacturing Plants

DISTRIBUTION OF LARGER MANUFACTURING PLANTS BY INDUSTRY AND SIZE

INDUSTRY	NO. OF PLANTS BY EMPLOYEE SIZE GROUPS					TOTAL — PLANTS AND EMPLOYEES			
						Plants over 100 Employees			
	101 to 250	251 to 500	501 to 1000	1001 to 2500	2501 and Over	Plants	%	Emp.	%
Food	2378	790	258	106	27	3559	14.0	1123674	9.5
Tobacco	64	55	34	10	6	169	0.7	99400	0.8
Textiles	1484	792	414	200	33	2923	11.5	1283346	10.9
Apparel	1631	517	114	24	5	2291	9.0	574885	4.9
Lumber & Wood Prods.	883	226	63	11	1	1184	4.6	284862	2.4
Furniture	482	161	50	10	2	705	2.8	189650	1.6
Paper	579	218	124	54	5	980	3.8	359489	3.0
Prtg. & Pub.	620	236	112	55	9	1032	4.0	374157	3.2
Chemical & Allied Prods.	695	267	113	61	23	1159	4.5	493266	4.2
Petroleum & Coal Prods.	158	91	42	24	14	329	1.3	189586	1.6
Rubber	127	60	47	36	18	288	1.1	257886	2.2
Leather	514	292	115	13	5	939	3.7	325019	2.8
Stone, Clay & Glass	622	238	86	42	13	1001	3.9	359602	3.0
Primary Metals	671	369	186	135	89	1450	5.7	1095489	9.3
Fabricated Metals	1068	510	263	90	32	1963	7.7	816053	6.9
Machy. (exc. elec.)	1163	542	268	189	68	2230	8.8	1245409	10.6
Elec. Machinery	404	291	172	109	58	1034	4.1	829776	7.0
Transportation Equip.	370	202	136	139	124	971	3.8	1355263	11.5
Instruments, etc.	164	91	37	28	9	329	1.3	189022	1.6
Misc. Mfg. Industries	596	198	98	43	11	946	3.7	350674	3.0
Total	14673	6146	2732	1379	552	25482	100.0%	11796508	100.0%



McGRAW-HILL PUBLISHING COMPANY, INC.

330 West 42nd Street, New York 18, N. Y.

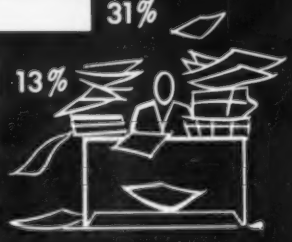
ADVERTISEMENT

Are you MAN OR BEAST?



The Market Research Council of New York asked the secretaries of members to answer some pointed questions about their bosses. Since this group is made up of men who serve in sales and advertising fields, the answers may be a revealing self-portrait of most of us.

"WHAT ABOUT HIS DESK — TIDY OR MESSY?"



Tidy	52%
Messy	31%
"Neat piles of messy papers"	13%
Very messy	2%
"Windswept"	2%

"WHAT, WOULD YOU SAY, ARE HIS GREATEST VIRTUES?"



Consideration	34%
Understanding	24%
Intelligence	20%
Sense of humor	18%
Sincerity	14%
Patience	12%
Honesty	8%
Generosity	6%
His smile	2%
"He's never in office"	2%

and 53 other adjectives and/or descriptive phrases mentioned 70 times.

"DOES HE DICTATE CLEARLY?"

Well	58%
Mumbles	40%
A beard might help	2%

"WHAT ARE HIS WORST FAULTS?"



Bad memory and absent-mindedness	12%
Works too hard	10%
Quick temper	8%
Too impersonal	6%
Procrastination	6%
Stingy	4%
Too generous	4%
Impatient	4%
Brunettes	2%

and 35 other adjectives and/or descriptive phrases mentioned 36 times.

"HOW FAST CAN HE RUN 20 YARDS — AND HOW FAST CAN YOU RUN?"



Faster	23%
Not as fast	13%
Fast enough	8%
Depends on what or who is chasing what or whom	10%
Never chased me	6%
Never chased him	4%
Could catch him	2%
Gave it up years ago	2%
He never runs — I never run	2%

PICTOGRAPH BY *Sales* MANAGEMENT
3-15-48

Source: Market Research Council of New York

THE CHARTMAKERS INC.

Promotion

Baby Foods

The big news, says *Parent's Magazine,* in the findings of a new survey the publication made on baby foods, is the change in the order of importance of the three top-ranking factors influencing the purchases of one kind of baby food over another. Better than 8,000 people were queried in making the survey—all *Parent's* readers, all having children. The survey revealed that 72% of mothers select baby foods by brand name. The survey contains the new pattern in baby feeding, divulges the baby food buying habits of mothers. The booklet is "Food for Your Child," and *Parent's* is at 52 Vanderbilt Avenue, New York 17, N. Y.

"America's Amazing Community"

. . . that's the title of a new booklet offered by the National Advertising Department, Davenport Newspapers, Davenport, Ia. The city is proud of its phenomenal industrial expansion, of its promise for the future. The booklet takes each of Davenport's larger industries (Aluminum Company of America, etc.) gives its Davenport history, and delves into the transportation, labor, cultural offerings of the community.

The Shape of Things

This is a file-worthy readership study, conducted by the *St. Louis Post-Dispatch* to show the shape of things in St. Louis. The survey was undertaken to provide facts about readership penetration of newspapers in the area. District by district the St. Louis newspapers are compared and results are shown graphically and by percentages. Write the Advertising Department of the newspaper.

Three Market Studies

The American Magazine recently made not one but *three* market studies among its readers. The first covers the sports and hobbies among male readers; the second is called "The Typewriter Market," among the magazine's families; the last is a comprehensive study on Vacation Travel among all readers. Especially interesting and meaty is the Travel study. Write Research Department, The Crowell-Collier Publishing Co., 250 Park Avenue, New York 17, N. Y.



what!

ONLY 99.8% COVERAGE OF THE TROY MARKET ?

The Circulation Manager of The Record Newspapers in Troy, N. Y., sadly says, "Yes." By using obsolete 1940 census and present ABC circulation figures he could point to a whopping 102.6% coverage . . . but, he, like everyone else acquainted with this big market, knows the Troy City Zone is growing by leaps and bounds. Today's reliable estimate of the occupied dwellings in this expanding market places The Record Newspapers' coverage at 99.8%. This is the coverage every advertiser will receive in a compact city zone consisting of 122,000 consumer-buyers . . . for only 14c per line.

ABC Total Net Paid Circulation:

43,184

In the ABC Troy Retail Trade Zone a full-page costs less than 1 cent per family reached

THE RECORD NEWSPAPERS

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.

Leadership in Agricultural Services

In those editorial services that relate strictly to agriculture—such as grain growing, cattle raising, dairying, fruit growing and poultry—The Weekly Kansas City Star gives its readers a wealth of material not matched by any other Midwestern farm paper. The Weekly Star is first both in quality and in quantity of such material.

Another important first is speed. When grasshoppers or corn borers strike, when boxcar shortages hamper grain shipments, when new methods of soil conservation or insect control are evolved, the news and details of those developments appear FIRST in The Weekly Star—weeks ahead of competing farm papers.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

Watch Those Compensation Clauses When You Write A Salesman's Contract

BY ALBERT WOODRUFF GRAY

When are commissions earned? When payable? What's the policy and procedure for winding up financial arrangements with salesmen when contracts are terminated? All of the answers should be written into your agreement.

Court decisions over the years have alerted sales executives to one major precaution they should observe for their company's protection in preparing agreements with salesmen. Agreements should be not necessarily short, but the meaning should be clear.

There are three basic points which should be explicitly clear in agreements between management and salesmen. They are: 1. When commissions are earned. 2. When commissions are payable. 3. The disposition of commissions earned but not payable at the end of the contract.

The termites bred from misunderstandings, and the "I'll take a chance —it'll work out all right," are elements which sap cooperation and riddle with suspicion the loyalty and mutual confidence that should exist between employer and employe.

A recent example of the consequences of this sort of carelessness occurred in an action against the New Britain Machine Co. Under the agreement the salesman was to receive 1¼% "on all sales orders sent in from his territory and accepted" at the home office.

In the correspondence that made up the contract the company, although originally agreeing to pay commissions on all orders "accepted at the company's home office" later stipulated, "We will pay you at the rate of 1¼% for all billings." The claim of the salesman was that this change did not alter the date when the commissions were earned, but simply postponed the date for their payment. The company insisted that under this provision the salesman's commissions were not earned until they were billed. The salesman's employment ended on the last day of the year. On that day, commissions had been earned, but not paid, on orders previously accepted but not billed until after that date.

"We are of the view," held the court affirming a judgment in favor of the salesman, "that unless there is an agreement clearly providing to the contrary, a person selling on a commission basis is entitled to a commission when a sale is made, irrespective of when the shipment takes place." (1)

In the definition of the word "sales" lies an imperative reason for care. Does the acceptance of an order or the shipment of the goods or delivery constitute the "sale" on which commissions are earned? Further, does the "sale" entitling the salesman to his commissions occur at some of these intermediate stages, or is the money for commissions earned when the account is paid by the customer?

"The word 'sale' does not necessarily mean a transfer for money only," says a California decision. "It is not a word of fixed and invariable meaning. It may be given a narrow or a broad meaning as may be indicated by the context or the surrounding circumstances and the conduct of the parties." (2)

A long recognized authority on contracts, Samuel Williston, has made this comment that may be safely accepted as the law. "In the case of a salesman working on a commission basis it is reasonable to assume that his compensation has been earned when he has procured the customer's order." (3) However, even this famous authority restricts his statement with, "The usages of business furnish the best guide for interpreting such contracts."



An old New England adage on business precaution might be applied to the care that should be exercised in the drafting of these agreements. "A man may be honest but you want to keep him honest." Don't leave the determination of loosely used and ill defined words to luck and hope. The toll levied is too heavy, both in money and in business relationships.

Example of an Oversight

An incident of the facility with which such expensive oversights occur was in the failure to properly set out the terms of a contract made by The Grolier Society with one of its resident managers. This contract contained the following clause: "We agree to pay you 4% on all net collections on all business which was booked prior to October 1, 1921. On all business booked subsequent to October 1, 1921, we will pay you a commission of 2% on all net collections after the discounts have been deducted . . . Settlement to be as of October 1, 1922 and March 1, 1923. This agreement is retroactive to October 1, 1921 and terminated February 28, 1923." The agreement was later extended to September 30, 1923.

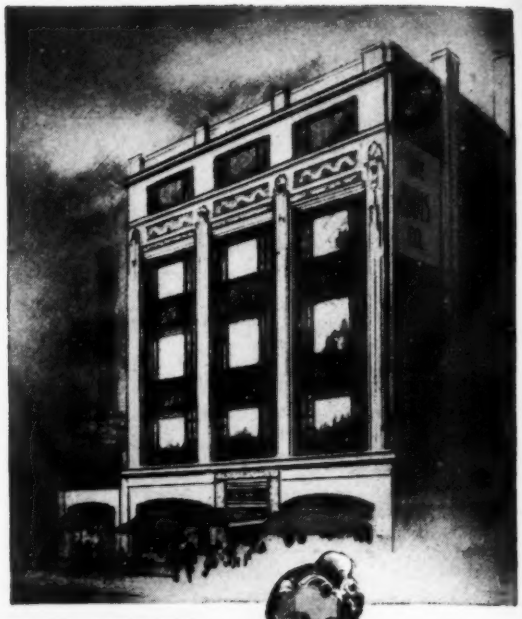
Trouble arose from the lack of understanding between employer and salesman of whether or not commissions were payable on accounts settled by customers after the termination of the salesman's contract on September 30, 1923. Here, since the duties of the salesman included the

(1) Atkinson v. New Britain Machine Co., 154 Fed. 2d 895.

(2) Boardman v. Petch, 199 Pac. 1047.

(3) Williston on Contracts, 1936 ed., vol. IV, page 2874.

The Addis Co.



Wins Top Recognition for SYRACUSE, N. Y.

As a Leading Fashion Center



T. W. Smith, Vice President
The Addis Company, Syracuse

Today, 32 years after its founding, the Addis Company is one of the nation's leading specialty stores and establishes Syracuse as one of 14 fashion-conscious centers throughout the country. In the words of T. W. Smith —

"The Addis Company credits Syracuse with the sales momentum which has carried this store to the top in the highly progressive fashion and accessories field. Continuous high level spending power PLUS an ideal trading area encompassing 500,000 people and 6 counties maintain a record retail buying pace. As tangible evidence of the growing power which Syracuse offers business and industry, The Addis Company's total volume has increased 600% since 1929 while personnel has jumped from 60 persons to 400.

"A still better measure of The Addis Company's progress in Syracuse is a recent survey by Media Records, Inc., which shows Addis as the largest user of newspaper advertising space in the women's apparel classification covering 105 cities.

"To Syracuse, we say THANK YOU for our place in the nation's fashion picture."



Whether you're launching a test campaign or planning expansion of your present sales operation, insure maximum effectiveness by using this proven market and medium.

SYRACUSE, N.Y.

"ALL BUSINESS IS LOCAL"

For Complete Market Coverage at ONE LOW COST...

- ✓ SYRACUSE HERALD-JOURNAL (Daily)
- ✓ SYRACUSE HERALD-AMERICAN (Sunday)

National Representatives: Moloney, Regan & Schmitt, Inc.

Hub of the Empire State — A City of Diversified Industry

collection of accounts the court said the commissions were payable only on accounts collected prior to the termination of the employment.

"In view of the fact that the (salesman) has a double duty to perform as manager of the company, we conclude that sales and collections were joint duties and obligations and began and ended with the beginning and termination of the contract of employment." (4)

The same situation, a salesman's work embracing more than merely selling, was involved in a contract of the editor of "Manufacturer," a publication of the Manufacturers' Club of Philadelphia, with that organization. The editor was to "supervise, manage, solicit and procure advertising and prepare copy," and also to "assist in collecting delinquent or unpaid accounts arising from the sale of advertising space." His commission was 30% of the gross received from advertising procured by him and accepted by the publication committee.

Lost Commissions

The difficulty arose when after his resignation it appeared no provision had been made for the payment of commissions on space sold by him where payment was not made until after the termination of his employment. Adopting the reasoning of the Grolier case the court here held, "When the (editor) voluntarily severed his relations with the (publisher) he no longer performed the work that followed the receipt of the advertising contracts which his contract contemplated he was to do. For part performance he asks full pay. One ought not to be forced to pay out money unless he can get that for which he stipulated." (5)

A few years ago in Wisconsin, a salesman of the Four Wheel Drive Auto Co. sold a truck for $7,950.50. When the salesman submitted the order to the company, acceptance was refused unless the buyer would undertake the management of the company's trucking business. This supplemental condition had no relation whatever to the sale. The court maintained, in the suit brought for this commission, that since the salesman had "acted truthfully, without misrepresentation and in good faith in obtaining the order," he had earned his commission irrespective of any outside agreements of his employer. (6)

In addition to the vital need for a clear expression of the date of earning the commissions and of the time for the payment of the commissions, one further factor cannot be too strongly emphasized in view of its frequent disregard and the consequent deprivation to the salesman of money earned.

Ordinarily, as Williston affirmed in his famous work on contracts, a salesman, when he has secured an order, has earned his commission. However, if his contract of employment is for a specific period, as for a year, and is terminated before its expiration date, either by mutual agreement or for any other cause, the salesman forfeits any commissions he may have earned that become payable after the contract is at an end.

Performance First

The Knox Hat Co. employed a sales agent on a commission basis of 10% on all sales to $150,000 and 2% on those in excess of that amount. By its terms, the contract expired December 31, 1926. In the preceding September this contract was ended "by the consent and agreement" of the Knox Co. and the salesman. The commissions earned during the period the contract was in force aggregated approximately $15,000 but at the time the contract was thus rescinded there was still about $6,000 that was earned, but not payable.

The sales agent sued to recover his unpaid commissions. His contract had been for a year. His recovery of his commissions not due at the termination of his employment depended on the existence of his contract and that contract had been ended "by the consent and agreement" of both parties and with no agreement for payment of the earned but not due commissions.

"When the performance of a contract," said the New York court, "consists in doing on one side and in giving on the other, the doing must take place before the giving. In all contracts for service, therefore, the presumption is that the performance of the service is a condition precedent to the payment for it." (7)

Set out definitely and clearly in every salesman's contract, first when commissions shall be considered earned, second, when they shall be payable, and lastly, the disposition to be made of commissions earned but still unpaid at the termination of the agreement. Then and only then will those termites of suspicion and lawsuits have no abiding place.

(4) Monroe v. Grolier Society, 281 Pac. 604.
(5) Claflin v. Manufacturers' Club, 158 Atl. 575.
(6) Walter v. Four Wheel Drive Auto Co., 252 N. W. Rep., 346.
(7) Colette v. Knox Hat Co., 252 N.Y. 468.

ONE OF A SERIES • NUMBER 4

IN THE GAY 90'S



. . . great stores like Lazarus of Columbus, Ohio were reading publications that are today under the Haire aegis.



IN THESE FABULOUS 40'S

. . . today—the Lazarus Store—like other great stores, subscribes to the *entire* Haire group.



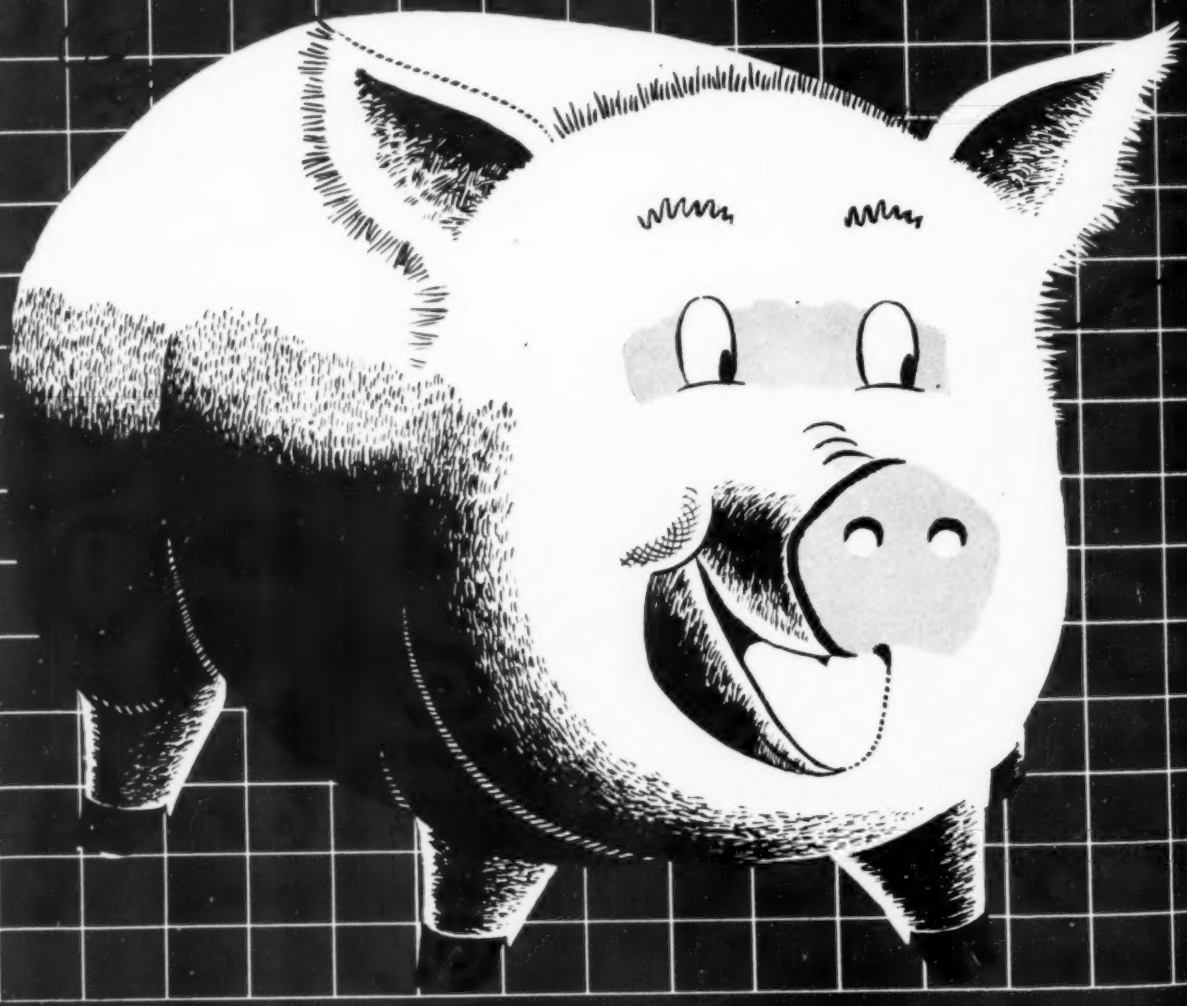
MORE *EFFECTIVE* BECAUSE THEY'RE MORE SELL-ECTIVE

HAIRE SPECIALIZED MERCHANDISING PUBLICATIONS

1170 BROADWAY, NEW YORK 1, N. Y.

For BIGGER Sales—Sell Iowa

PORK INVENTORY PER FARM



WALLACES' FARMER SUBSCRIBER AVERAGE

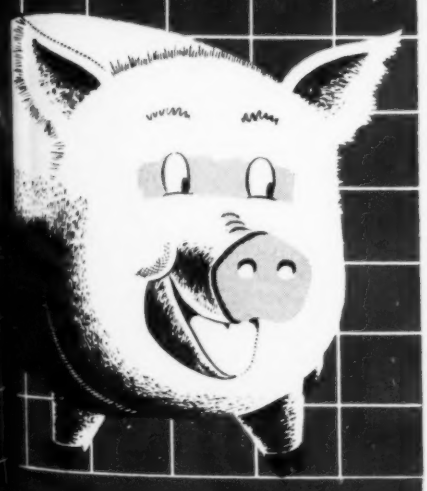
aBIGGEST Farmers



USE THE PAPER THEY LOOK TO . . . FOR NEWS THAT MAKES FARMING PAY

How would you like to have as customers farmers who average more than two and a quarter times the income of the average U. S. farmer? These same farmers, on an average, have nearly two and a half times as much as the average U. S. farmer invested in land and buildings; grow nearly six times as much corn; own over five times as many pigs and hogs. To reach these farmers as a group, to sell them on your product, your company, your services—use the one farm paper they read to keep ahead in their business of farming. Wallaces' Farmer and Iowa Homestead is edited by Iowa farmers for Iowa farmers. It is packed cover to cover with practical farm information to help the nation's most successful and prosperous farmers do an even better and more profitable job. That's why it's looked for, listened to, believed in—in 9 out of every 10 Iowa farm homes. For sales impact where it counts most—among the farmers who best can buy what you make—keep Wallaces' Farmer and Iowa Homestead at the head of your farm list.

FREE STUDY: **For detailed picture of the kind of farmers who read Wallaces' Farmer and Iowa Homestead, send for new, 32 page book, "Measuring the World's Biggest Farmer". For detailed study of readership, see Continuing Study of Farm Publications No. 4.**



S. AVERAGE 100

Subscribers

IT'S NEW—IT'S FREE

WALLACES' FARMER
and IOWA HOMESTEAD

DANTE M. PIERCE
Publisher

DES MOINES, IOWA



How Can You Match Merit & Pay When Salesmen Are Unionized?

BY ELSA GIDLOW

The small post-war auto sales force makes big, easy money in Oakland, Calif., under the same contract that let dealers pack the force, resulting in low earnings pre-war. No. 1 question now: How to pay fairly in a buyers' market?

Automobile salesmen in the Oakland, Calif., distribution area have been members of a union since 1938. The net result today, as the dealers see it, is that they themselves no longer control their merchandise, their salesmen, or the selling practices of the industry.

From the long-range view, which includes the return to a normal market, selling costs have increased. However, it is not so much increased costs under the union contract that is troubling dealers as it is the loss of the control of selling procedures.

The contract with their salesmen, under which East Bay motor car dealers operate, compels them, as one dealer expresses it, to pay to the men a royalty on practically every piece of merchandise sold. This comes about through the prohibition of all house deals over four a month per dealer a considerably harsher proviso than San Francisco's 25%.* The salesmen are guaranteed $25 a week, but under present conditions many receive from $1,500 to $2,000 a month. Classified as wage earners, dealers claim that the contract makes brokers out of the salesmen and puts them in business for themselves, removing them from effective control by their employers.

"Before unionization," one dealer points out, "we could tailor our sales control system to individual problems. The contract we have now, and have had from the start—not the fact that the men are unionized—aggravates whatever bad practices there are by making it impossible to control the men. If you ask why we have that kind of contract, I can only say that it is because here we always bargain with a gun at our heart. The 'gun' is the unqualified backing of the salesmen's union by the shop mechanics."

Unlike automobile salesmen in Seattle and San Francisco, whose locals are affiliated with Dave Beck's Teamsters Union, Oakland salesmen, also A. F. of L., are under the jurisdiction of the Retail Clerk's International Association which also has the shop mechanics in this area. "Our salesmen by themselves would have little or no bargaining power," says Ed Slusser, secretary of the East Bay Motor Car Dealers' Association. "The mechanics' union serves as a bargaining club for the salesmen's union. The salesmen go to the mechanics when they need help."

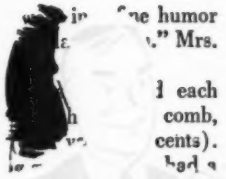
Dealers cannot afford to have their shops shut down—and this has been increasingly serious since the war. During the war years some dealers made their only profits on repair jobs. In San Francisco where salesmen and mechanics belong to a different union, it is doubtful if the shop men would back up the salesmen. Consequently, East Bay auto dealers say, on the west side of the Bay there is genuine collective bargaining between salesmen and employers, but in the East Bay Area they are at the mercy of the union.

In the late thirties when the Clerks' Union started organizing salesmen, trade practices in the industry were at a new low following breakdown of attempts to improve them. Dealers were disorganized.

Salesmen fought like dogs to make a sale. Salesmen and their employers alike came out of many a deal with nothing which could be called a profit. The salesmen blamed the dealers who employed them. The dealers knew it was the bitter competition within their own ranks and their failure to maintain a working organization among themselves. This, they said, was brought on by factory pressure upon them to increase volume. The manufacturers, of course, were under compulsion to produce in greater volume to reduce their own costs and prices so that their merchandise



* See "Abuses Breed Unionization, San Francisco Auto Dealers Warn," January 15, 1948 SALES MANAGEMENT.



...ne humor
..." Mrs.

...l each
...comb,
...cents).
...had a

...o.
Fu... furniture
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it it? "Saves me work!"
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and shiny. It was. There
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n, from the dental-plate
) to the E Z Shine Cloth
Mrs. Simpson went down
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: how the products worked.
hey turned in their order
Simpson didn't embarrass
ding out individual pur-
ie did announce that the
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hat would net her a $12
uld deliver their purchases
alek's next Thursday.
Simpson asked who would
a Stanley party; she was
for October, but she had
November. There wa...
...little tim...
the spring?
y was interested to see wha...
lek would choose as her gifts
ostess. Mrs. Simpson showed
rtment that included plated
ucite mirror, a nylon hair-
a cloverleaf mop. Mrs. Orsi
to take the silver (Mrs. Orsi
few more Stanley parties to
e she completes a full twelve-
. Mrs. Wyczalek agreed, and
e forks, three knives, three
sugar shell, and a butter knife.
was no question she deserved it.
ra surprise she took everyone
ining room for cake and coffee.
pson told her she shouldn't have
so much trouble. "They're my
Mrs. Wyczalek replied, "and I
do less for them." There was
l murmur of appreciation—it
of the best parties anybody could
remember. "Such a nice, sociable way to shop," Mrs. Simpson pointed out. And so much better than door-to-door selling. She says she wouldn't have the nerve for that.

Point of purchase

THE Einson-Freeman Co., Inc., Lithographers, of Long Island City, New York, is very much aware that the success of an advertising campaign is often decided at the moment of purchase and that lack of a brand-name reminder can ruin the best of them. The company specializes in producing lithographic store displays that range from simple posters to the most complicated animated cardboard attention getters. Einson-Freeman last year manufactured $5,700,000 worth of promotion material for some 500 advertisers. Its top fifteen accounts, which include Westinghouse, Admiral Radio, General Foods, Texas Co., Hiram Walker, averaged well over $150,000 each, and although some general lithographers had a much larger total volume of business, Einson-Freeman was far and away the leader in the $100-million display field.



As might be expected, the three principal owners are salesmen. Thirteen years ...were handling 90 per cent of ...ement heavily ...
...years to old Mr. Ein... firm in 1908.

Almost immediately, the partners were vindicated in their belief that they had uncovered a sleeper, an area in which to offer advertisers the same aggressive support they were receiving in commissionable media from the agencies. One of the complications of the point-of-purchase field is that a display must not only please the advertiser but also the dealer, who would not otherwise put it up. This forces the enthusiastic owners of Einson-Freeman always to be on the lookout for new ideas. As a point-of-sales promotion normally just repeats the theme of the major advertising campaign, they are particularly gratified if occasionally "the tail wags the dog"—i.e., if one of their ideas is taken over for a whole campaign. Thus they conceived Miss Rheingold, whose annual election converts pubs in Greater New York into polling places, with eight-color streamers ballyhooing the pretty candidates. There were almost 1,500,000 votes cast last year. To this campaign, brewer Liebmann gives much of the credit for a 400 per cent increase in his beer sales.

The company's still profitless pride are the animated displays. While other lithographers would not touch them, Einson-Freeman believes that motion will be important in future store advertising, and they encourage new inventions in this field.

Neither the war nor the paper shortage impeded Einson-Freeman's growth. During the war Joe Leigh landed contracts for making cardboard training aids for the armed forces, amounting to about 40 per cent of the company's volume. E-F made ingenious little things like a 3-cent pocket blinker on which sailors playfully learned the Morse code. When the war ended, new business more than offset the canceled war contracts and Einson-Freeman found itself seriously cramped for space. This year the owners are laying out $500,000 of their own and the company's cash for new equipment and a down payment on the spacious Wright Aeronautical plant No. 3 near Paterson, New Jersey. There ...room to torture all the ...they are not ...
...creasingly aware of ... point-of-purchase displays.

Look... a gift plug... in the teeth?



Maybe it isn't Emily Post to footnote FORTUNE, or cavil at a compliment... but N.B., please! Einson-Freeman is neither plush nor proud... gets its big volume from many advertisers... prefers to be the best display lithographer rather than biggest... is more concerned with problem than print order... invites business with a potent idea, not an inside price!

EINSON-FREEMAN CO., INC.
Look-in-the-teeth Lithographers
Starr & Borden Aves., Long Island City, N. Y.
... and branch offices too numerous to mention!

How a sales manager can get a highly merchandisable ad campaign



An advertising campaign must be merchandisable to dealers—to assure *active* support at point of sale.

Nobody knows *that* better than a sales manager.

As *you* know, out of your own experience, the mere promise of "advertising," alone, rarely wins *active* dealer support. There must be a *clincher*—and to be effective, it must *mean something* to the dealer.

For more and more sales managers, that *clincher* is Metropolitan Group's 26 Sunday Magazines.

First, because they mean exposure of the sales message to 15,000,000 families in the nation's major marketing areas—where 7 out of every 10 retail sales dollars change hands.

Second, because they supply the merchandisable impact of advertising support right in the dealer's own bailiwick—in Sunday papers famous for their influence and *ability to move goods*.

Yes, the *clincher* furnished by Metropolitan is the fact that, for every dollar invested in Metro Sunday Magazines, *you reach more people in more markets where more goods are bought!*

And you can use it on your dealers in not just 26, not just 39, not just 63—but more than 500 major markets, 40 of them cities with populations of 100,000 and over.

Have you—or your salesmen—heard the *whole* Metropolitan Sunday Magazine story lately?

These are the 26 Sunday magazine picture sections of Metropolitan Group

ATLANTA *Journal*
BALTIMORE *Sun*
BOSTON *Globe*
and/or *Herald*
BUFFALO *Courier-Express*
CHICAGO *Tribune*
CINCINNATI *Enquirer*
CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News*
and/or *Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*
MINNEAPOLIS *Tribune*
NEW YORK *News*
PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*
ST. LOUIS *Globe-Democrat*
and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

Unlike other national media, Metropolitan Group is a *national network* of twenty-six (26) *locally* owned, *locally* edited, *locally* powerful Sunday magazines . . . printed in *Gravure* for 15,000,000 families.

Their *local* ownership, *local* viewpoint, *local* editing, *local* power, add up to the greatest *local* patronage and popularity accorded *anything in print.*

Metropolitan Sunday Magazine Group

220 East 42nd Street, New York 17, N. Y.

TRIBUNE TOWER
CHICAGO

NEW CENTER BUILDING
DETROIT

155 MONTGOMERY ST.
SAN FRANCISCO

would be competitive and profitable. As one dealer puts it: "The normal situation was to have production considerably in excess of what the market could absorb. If you added up all of the factory quotas, you'd have about twice as many cars as dealers could sell."

That "normal situation" is not so very far around the corner on the selling scene. East Bay dealers' next union contract for salesmen probably will cover a period running into the time when the customer will be as independent as the dealer can be now. Therefore new and used car distributors here are thinking back to what it was like before the war and are trying to decide what compensation, selling procedures and trade practices will best meet the buyers' market that lies ahead and will forestall a return of the conditions—intolerable for salesmen and dealers alike—that prevailed until the scarcity of cars put both on their feet.

War Gave High Wages

East Bay distributors say that it was the war—not the salesmen's union—that gave salesmen their high wages and made it possible to eliminate some of the bad trade practices during the years from 1941 to the present. Dealers claim that when cars become plentiful again, there is nothing in the union contract to prevent the return of low wages and poor working conditions for salesmen, and cutthroat practices in the trade.

Reckless extension of installment terms was one evil of pre-war automobile selling that could easily return and put the trade back in the hole. Vicious trading practices that at times reached the clowning stage in the late thirties could also come back. Typical of what dealers do not want to see again is a salesroom window picturing a hog and announcing: "We've Gone Hog Wild!" or "I'm Crazy—I'm Allowing More for Old Cars Than Anyone on Automobile Row." This clown selling was all too common in Oakland, as it was in Los Angeles and San Francisco. The union contract did nothing to do away with it, industry men claim. Conditions were worse in 1940, after the union had been in for two years, than they ever were in the history of the trade. The salesmen were only a little better off so far as compensation was concerned. One reason for lack of improvement was the packing of sales forces. The union contract did not then, and does not now, prevent this evil.

At present there are approximately 100 employed automobile salesmen in the East Bay Area. In the late thirties and up to the end of 1940 there were at least 400 on dealers' employment lists. A prospective customer meant that three or four would camp on his doorstep before he could whisper "Ford" or "Chevy." Salesmen—"the only union members who compete with one another," to quote Mr. Slusser again—did not hesitate to hijack one another's prospects. And the prospect in turn took advantage of the unregulated competition to the extent that many a car was sold on such an unprofitable basis that neither salesmen nor dealer received proper compensation. A $10 or $15 extra turn-in-allowance on an old car spelled the difference between profit and loss on many a new car transaction. The contract, dealers emphasize, did not prevent the salesmen or the employer from losing out on deals such as this, because in the frantic struggle for sales some men would "give away" part of their commission to the customer. They would buy accessories and put them on the car free. Some even "kicked back" part of their commission to the boss when they had made a trade so poor it brought squawks.

"Now, as then," says Eb Wells, Pontiac dealer, and chairman of the dealers' labor committee, "there is nothing in the setup to prevent your men from selling you out of your last dollar of profit if they get too hungry for sales. And there is nothing to prevent the short-sighted dealer from taking advantage of his sales force by packing it to cut down the earnings of each man to a low point."

Bad Features

Another bad angle for the salesmen: There is nothing in the contract to make it obligatory for small dealers—or any dealer—to hire salesmen. At present, probably 25% of the car dealers in Oakland—where there are many more small dealers than there are in San Francisco—have no salesmen at all. The majority of the others are getting along with a minimum number of salesmen. Some of the dealers without salesmen are—or soon will be—competing with the union salesmen for their carefully built-up prospects, and are giving away to the customer the equivalent of the salesman's commission to turn the deal. The dealer who employs salesmen may have spent $50 to get a prospect into the store, only to lose him to one of the dealers without salesmen and no restriction on house deals. It's a hazard many in the field are thinking about.

Let's take a look at the contract

the dealers have with Automobile Salesmen's Union, Local No. 1095, which runs to August of this year. It does not differ much from the one first signed 10 years ago. Then, as now, the union is recognized as sole bargaining agent.

Employment Conditions amount to a union shop, inasmuch as the employer must notify the union of vacancies existing for salesmen and choose from the union's eligibles. If the union is not able to furnish competent help, it will accept for membership applicants suggested by the employer, if they are "qualified for membership in the union." *Before* they hire, however, employers must make sure the prospective salesman is in good standing as a union member. If the union suspends a man (for cause), his sales manager must lay him off until the union reinstates him.

The employer may not discharge or discriminate against a salesman for his union activities or for "upholding union principles."

Automobile salesmen are classified as Beginner Salesmen and Regular Salesmen, the latter attaining their status after "one year in the merchandising of motor vehicles." Only one Beginner may be hired for every five, or fewer, Regulars—or two for 10, or three for 15.

Working Hours are within 8:00 A.M. and 6:00 P.M. Monday through Saturday, with the exception of eight listed legal holidays. No salesman may be required to spend more than eight hours' floor duty on any week day except Saturday. On Saturdays 10 hours of floor duty are permitted. In practice, a five-day week prevails generally at present because the front offices and the shops are closed Saturdays. Hours must be adjusted so that salesmen spend equal hours on the sales floor each week. Beginner Salesmen may not be assigned floor duty during the first 30 days of their employment.

Remuneration

Remuneration is calculated on a commission basis with a guarantee. Commission on new cars amounts to 4½% of dealer's listed delivery price, including accessories specified in the manufacturer's catalog as being standard equipment. On accessories other than standard, commission is 10%, "irrespective of the point of installation."

When the buyer makes his purchase through his dealer, the salesman making the sale is to collect a commission of 4½% on the factory delivered price. In no case does the salesman receive commission on the amounts added to the car purchase price for state sales tax and for the state license fee.

In addition to his own sales, each salesman gets his cut of the commission on "house deals." With the exception of the first four house deals, which belong to the house, at the end of each month the company must total commissions on its house deals and divide the total with the salesmen it employs. Exceptions, in addition to the four allowed sales, are sales to the state or to the United States Government, and fleet sales.

The men may develop and work on fleet sales and earn commission, but when fleet sales are made at a cash discount of 10% or more, the salesman gets a minimum commission of $25 a car.

Commission on used cars is 7% of net sale price—which means the price to the customer less the price allowed the customer by the dealer for the car taken in, with a minimum commission of $10. The dealer is allowed four house deals on used cars also. On those above that number he pays commission of 7% (or $10 minimum), dividing the monthly



total among his salesmen. Exceptions, in addition to the four allowed house deals, are sales made to another dealer for resale at retail, sales to a wrecker, and sales to bona fide employes of the dealer.

House Deals are defined in the agreement as "the sale of a motor vehicle by any person other than a member of this union." It is the house deal clause that makes most dealers see "red." They call it a "royalty" on sales and say that it prevents them from selling their own merchandise. They damn it as "featherbedding," and claim it is bad for the men's morale to be paid commissions for sales to customers whom, in some instances, they have not even met. They admit, however, that without this provision, under current conditions many dealers might keep even fewer salesmen on their payrolls than they have now.

A Guarantee

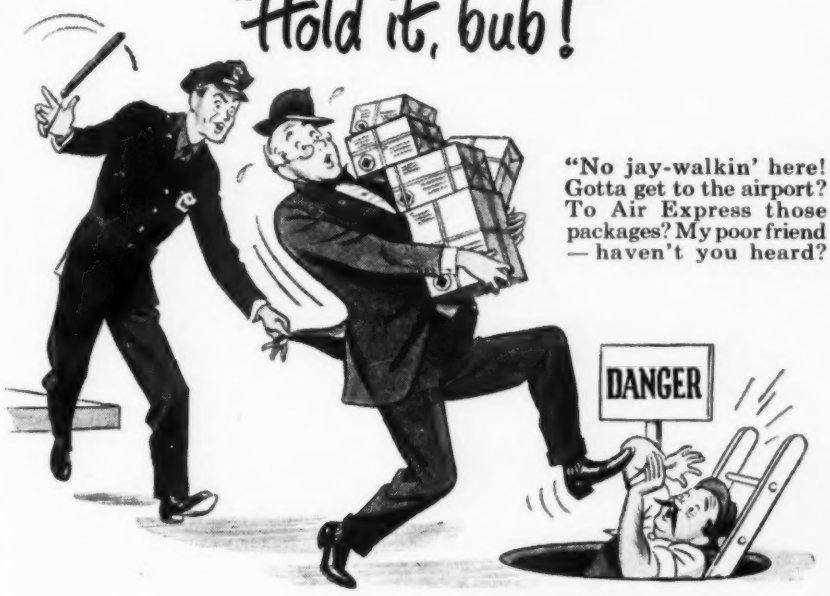
Guarantee is $25 a week. This was raised to $125 semi-monthly at the end of 1945, to run to July 31, 1946. Dealers, however, won the concession in a subsequent contract renewal which returned it to the original $25 a week, still prevailing.

Demonstrators are supplied to salesmen under four different plans: sale of car, rental of car, making company car available, or any other arrangement satisfactory to the dealer and his men. If the salesman operates his own car or one rented from the employer, the employer must provide not less than 60 gallons of gasoline a month, an oil change, grease job, two wash jobs, and reasonable mechanical upkeep. This can run into money, dealers point out. The union likes it because it is a check on packing the sales force.

Commission is Earned when the motor vehicle is delivered to the customer by the dealer . . . and therein resides a beef by many of the distributors. Many salesmen during the war years of 1942 and 1943 took orders for cars for which deliveries have not yet been made. There are salesmen with 50 or more cars to their credit—salesmen who have left the dealers they were working for when they took the order. But, under provision of the contract, whenever those cars are delivered the full commission must be paid to them.

Some dealers to whom this has happened call it "a silly situation;" but the contract says firmly: "No commission shall be forfeited by reason of resignation or otherwise leaving the service of any employer, and at the time of such termination of em-

"Hold it, bub!"



"No jay-walkin' here! Gotta get to the airport? To Air Express those packages? My poor friend — haven't you heard?

"Air Express picks up those packages right at your door here, and delivers *at no extra cost*. There's no waiting around, because Air Express goes on every flight of the Scheduled Airlines. No U.S. point is more than hours away!

"And rates are low. Don't interrupt me—I said *low*. Why else do business men use Air Express to ship finished items, replacement parts and perishables *regularly*?"



Specify Air Express-World's Fastest Shipping Service

- Low rates—special pick-up and delivery in principal U. S. towns and cities at no extra cost.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.

True case history: Jacksonville drug store chain needed newspaper mats in time for scheduled sale. 4¾-lb. package picked up in Chicago 6 P.M., the 31st; delivered 9 A.M., the 1st—on time. 869 miles, Air Express charge only $1.81. Other weights, any distance, similarly inexpensive and *fast*. Just phone your local Air Express Division, Railway Express Agency, for fast shipping action.

AIR EXPRESS

AIR EXPRESS — GETS THERE FIRST



Rates include pick-up and delivery door to door in all principal towns and cities

AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE

SCHEDULED AIRLINES OF THE U.S.

ployment the employer shall furnish to the employe a statement itemizing all sales made by the employe but remaining undelivered at the time of the termination of his employment."

Provision is made for a Board of Adjustment and for a Board of Arbitration to handle differences and difficulties. In each case, the boards are made up of three members of the union and three members of the employer group.

Does Unionization Up Costs? A dozen years ago many sales managers feared unionization because they foresaw an increase in selling costs. Today, that factor is not worrying them nearly so much as their loss of control over their men, their merchandise, and their selling procedures.

Market conditions at present are too abnormal to make comparisons, but a year after unionization when cars were still plentiful one Oakland dealer did make some cost studies. On his make of cars in 1940-41 he took the national composite and found that the total variables ran in the neighborhood of $82 a car. His own, under union conditions, ran to $130 a car, and the figure was about normal for the East Bay region. The main difference was in commission costs. The average commission per new car nationally was about $45. In Oakland it ran around $85. Today's prices and overhead practically double this figure. But there is not much furore over what it costs to sell a car today, although it undoubtedly costs more in comparison with pre-war and pre-union, for the simple reason that today dealers are recovering their full gross. The man who is howling today is the customer who is paying the difference.

As one dealer puts it: "The 4½% paid to salesmen on new car sales is no burden on anyone. We sell all the cars we can get. Instead of taking a loss on the old cars, we make a profit." Furthermore, few dealers are allowing any discounts on new cars—even on fleet deals—right now. Under the circumstances, the trade can take almost anything in the way of wages. Some dealers do not hesitate to say that they'd "as soon give it to the men as to the Government," considering that they are working half the year for taxes in any case.

Why Keep Some Salesmen?

Although the fantastically-compensated salesmen are more often going through the motions of a clerking job rather than a selling job, dealers keep them on for a number of reasons: prestige with customers, servicing, public relations (particularly in the case of fleet accounts), and to keep would-be customers happy when there is nothing to sell them.

It isn't today that troubles dealers but the not-so-distant future. With that future in mind and contract negotiations coming up, they are conning over what is wrong with the present setup and how it might be improved—for both dealers and salesmen.

If times get tough again, dealers say, existence of the union contract will not necessarily save the salesmen from going back where they were in 1940 when, in some instances, they were not able to make the guaranteed compensation of $100 a month. The current lush compensation can shrink to next to nothing with keen competition and a packed sales force. There was a union in 1940, but so many salesmen were employed in the industry that a survey made then by one dealer revealed that the men were running about two and one-half car sales a month. That meant earnings of $150 or, at most,



Covers All PEORIAREA

ONE OF THE NATION'S "HIGH SPOT" MARKETS

$175 a month. Some were not making their basic guarantee of $25 a week. All that can return.

Vicious trading practices can return too, dealers insist, and the only way to prevent it is "to change the union contract to where the salesmen will have some common ground with us."

"A weak salesmen," says Eb Wells, "will work harder on his employer than on the customer. When you bring the union in to protect the weak salesmen, you're all alone. What's worse, you're at the mercy of any trading practices the weakest men may devise to get by. If we are to have decent practices, we must have a setup where the salesmen do not have to cut one another's throats *or the dealers'* throats in order to make a living."

Control Over Men

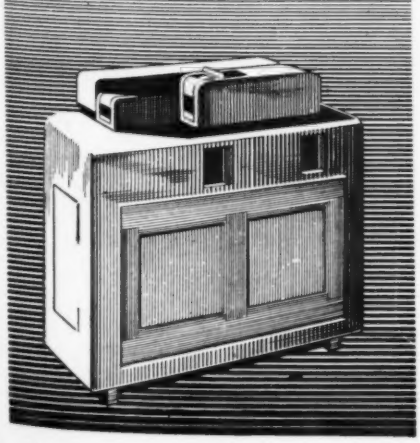
To improve selling practices, and to maintain sound terms and a code of ethics, dealers are agreed that they *must have control over their men.* The best way to discipline salesmen is through compensation. So far so good. Few, if any, want salesmen who are in effect brokers—practically in business for themselves—thinking primarily of their own interests and rarely of the interests of the firm they represent. But what form of compensation will best achieve the desired end, in or outside of a union, is something the East Bay motor car dealers have not agreed upon thus far, although they may have to before negotiation time comes around next summer.

Some of the most influential dealers, as well as some of the smaller ones, shudder at the idea of a straight salary. Others favor it. One well informed dealer goes so far as to say he believes his industry "never will have orderly labor relations until we get our salesmen on a basic salary." This need not eliminate incentive compensation. "A good living wage high enough to attract high caliber men, plus an annual bonus arrangement based on individual productivity" is this distributor's hope for the new selling period just ahead. He considers $350 to $400 a month a good basic salary for his field under present conditions, with incentive compensation to be determined by each employer. Dealers who favor the straight salary system for their car salesmen believe that it would be an effective means of preventing the packed sales force under pressure from the manufacturer. "We'd have fewer and better men," they say. And when a producer urges, "Go put on five new men and sell more cars," they would have an effective comeback if they could show that such a move involved a heavy fixed expense with doubt of its recovery.

Another point some dealers criticize in the present union contract is the flat percentage for all makes of cars. One dealer points out that it might be fair to figure 4½% for a

Advertisement

WHO MAKES THIS?



See page 129

Every Sales Manager... Every Advertising Manager should have this...



NEW FREE BOOKLET on DECALS

Lists 23 ways decals can be profitably used in advertising, sales promotion and merchandising.

Explains various types of decals and their uses.

12 pages packed full of concise facts, ideas and valuable suggestions. You need it.

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*Address*_____
*City*_____ *State*_____

COPYRIGHT 1948, THE PALM BROTHERS DECALCOMANIA CO.



Yes sir, here's THE LAND OF MILK and MONEY!

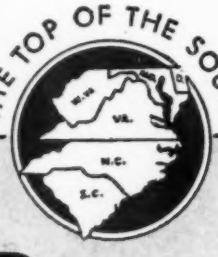
Top Farmers at the Top of the South get a $276 Million Milk Check

Milk, too, is a big cash crop in SOUTHERN PLANTER Land. The sleek herds in this high income area produced $276,433,000.00 worth of milk in 1946. Another $100 million income came to farmers at the Top of the South from the sale of cattle and calves. In good times and bad, a healthy diversification of crops insures a ready cash income *every* year. Tobacco, cotton, grain, fruits and vegetables, milk and eggs, meat and wool—just about everything that makes a steady, rich income from a rich land.

Here at the Top of the South, THE SOUTHERN PLANTER has been the farmer's friend and helper for more than a hundred years. Its editorial pages and its advertising, too, are read and acted upon by more than 300,000 subscribers and their families. Whatever you make, whatever you sell, where else can you find a better medium or a readier market than THE SOUTHERN PLANTER and its loyal readers?

THE SOUTHERN PLANTER, Richmond 9, Va.
441 Lexington Ave., New York 17
333 N. Michigan Ave., Chicago 1
West Coast Representative: SIMPSON-REILLY, LTD.
Los Angeles, San Francisco, Seattle

SERVING THE TOP FARMERS AT THE TOP OF THE SOUTH



The SOUTHERN PLANTER

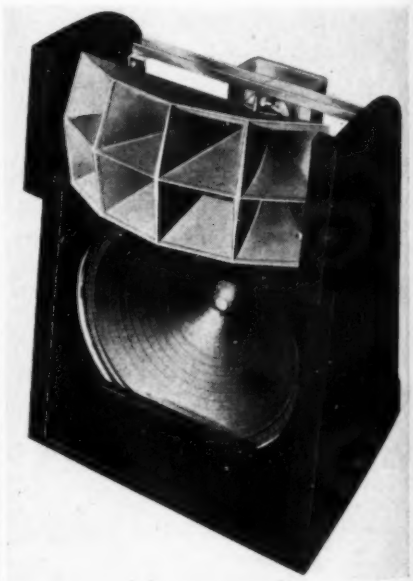
America's Oldest Farm Paper — Established 1840

More farm families in this area read *The Southern Planter* than any other farm paper.

mass-produced, easy-to-market car, but with a sliding scale on up to 10% for a car that costs a lot more and has a less ready market.

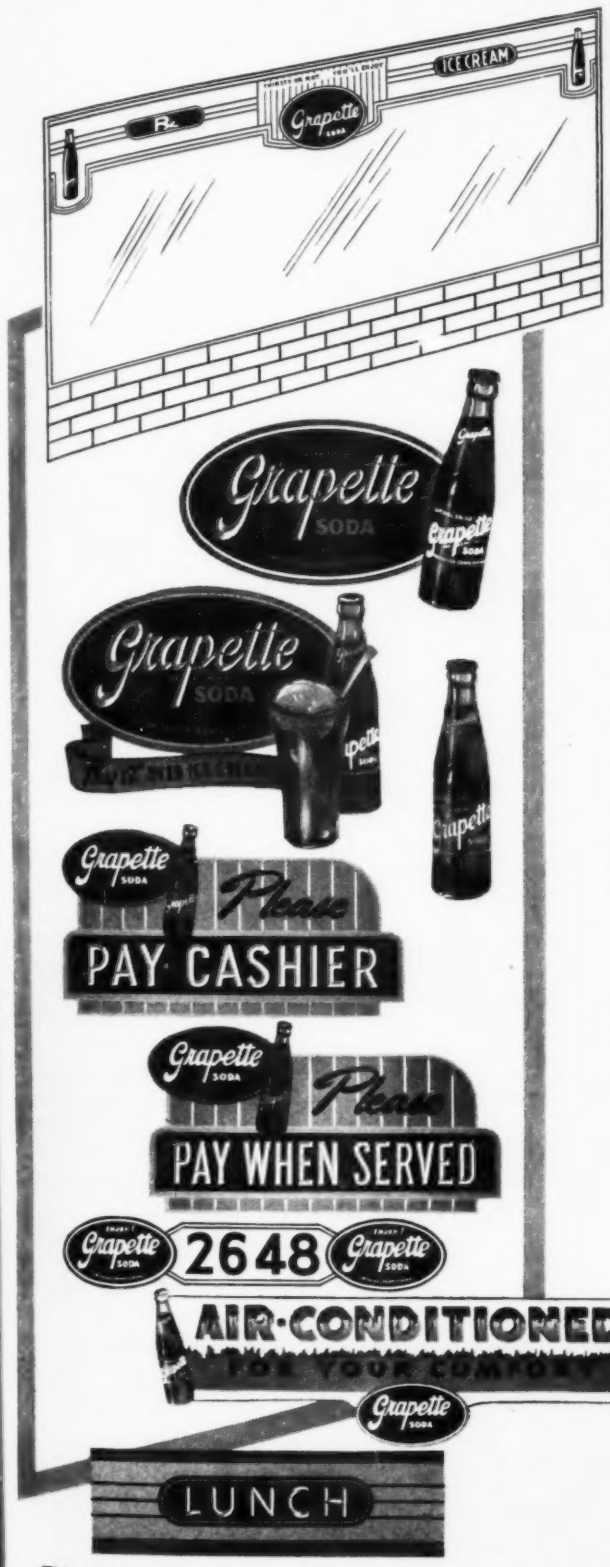
One lesson dealers have learned is the sad one that businessmen can no longer think and operate individually, but must pull together as a group. Bad conditions in an industry can penalize the innocent along with the guilty. Dealers who thought they were safe from losing their salesmen to the union because they treated them well were blanketed in just the same. Companies that tried to uphold fair practices suffered from the condition the industry got into when others initiated vicious ones.

If the union has done nothing else, it may have convinced dealers that they must work together as a group for their common interests. It has indicated the way by providing a labor-management platform on which the trade can stand and from which it may ultimately work out terms of operation and compensation mutually profitable. The more objective-minded dealers have this hope.



THE VOICE: While it's the beauty of a piece of furniture they see, buyers of console radio-phonograph combinations are conscious of tone and interested in how it is reproduced. The Magnavox Co., Fort Wayne, Ind., capitalizes on this interest in its newest dealer sales aid—a mounted speaker for counter display. In this way, prospects can see and feel the speaker which produces the high and low tones in the console.

Grapette CAPTURES FREE STOREFRONT AND INTERIOR SPACE . . . FOR GREATER PROFIT WITH MEYERCORD DECAL SIGNS



This "LUNCH" copy panel is one of 14 pieces provided Grapette dealers to individualize their storefronts. Other copy panels are listed below.

ICE CREAM • MEATS • CAFE • CHOICE FOODS • VEGETABLES • SANDWICHES • B • BLANK FILLERS • LUNCH • LUBRICATION • GAS-OIL • WASHING

These spot signs and service messages shown can be used on windows, backbars, mirrors and doors for effective selling at the "purchase-point"

TOP-OF-THE-WINDOW VALANCES . . . INTERIOR-EXTERIOR SPOTS AND DEALER IDENTIFICATION SELL AND SERVE THE PUBLIC

The colorful Grapette sign program shown here demonstrates how effectively the beverage industry, as well as dozens of others, use Meyercord Decals at the point of sale! The space is free . . . on America's storefronts, windows, doors, store interiors and backbars! Decals provide the dealer with a wide variety of lettering, pictorials and trademarks! They show the public where to buy!

Combinations may be varied . . . each store is different! Colorful top-of-the-window valances may be utilized with major bottom-of-the-window space to provide a complete storefront presentation. Combine these permanent messages with door and spot signs to thank customers, advise them and guide them. Complete programs can identify your dealer's type of business, name, street number—publicize air conditioning, television and other services offered the public. An amazingly flexible series of signs to advertise, identify and decorate!

Meyercord Decals are washable, durable, easy to apply . . . available in any size, colors, designs. Find out today how you can cash-in on this free-space media with low-cost Meyercord Decals at your point-of-sale! Write for complete information, now.



It's easy to personalize windows or outdoor signs with Meyercord's modern method of applying individually designed, self-spacing letters. Convenient Kits provide letters in quantities required by frequency of use.

Founder-Member Lithographic Technical Foundation

The MEYERCORD Co.

World's Largest Decal Manufacturer

5323 W. LAKE ST. CHICAGO 44, ILL.

FREE!

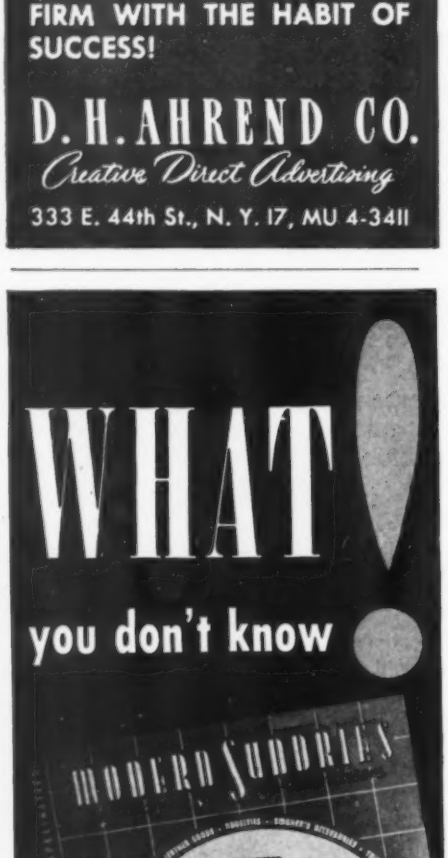
Consultation, designing, advisory service! Call or write today! Please address Dept. 42-3.

SPUR SALES WITH
$100,000
WORTH OF KNOW-HOW!
AT NO EXTRA COST!

Let AHREND's 55 years of achievement in merchandising-by-mail boost business for you! Our top-flight sales engineers, writers, artists, direct mail specialists have won 29 National Awards for AHREND clients in the last 4 years!

FOR RESULTS, CONSULT THE FIRM WITH THE HABIT OF SUCCESS!

D. H. AHREND CO.
Creative Direct Advertising
333 E. 44th St., N. Y. 17, MU 4-3411



. . . Then you aren't covering the sundries market.

It's common knowledge . . . if you want to cover the sundries field you must get to know and use MODERN SUNDRIES.

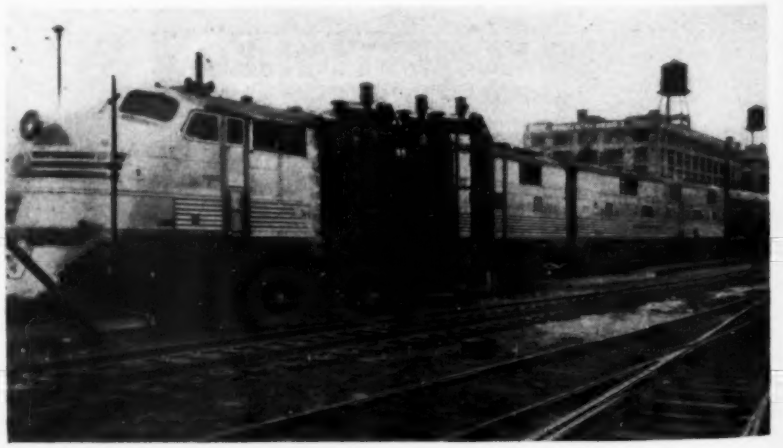
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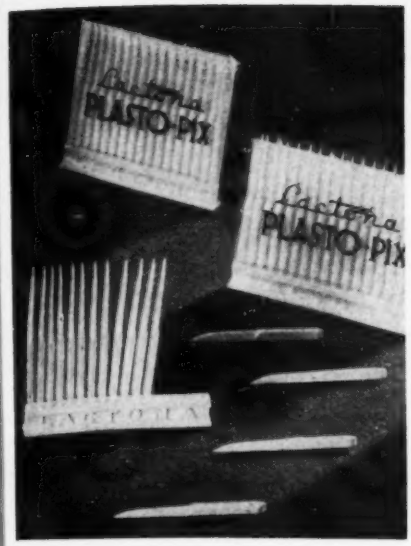
DEVICE holds the cord of the iron up and off the board. It can be left permanently attached.

coming your way . . .

.....cordminder, a new type cord support complete with extension cord, promises to make the household chore of ironing an easier one. Built of flexible steel, the device, which is attached to the ironing board by an adjustable screw, holds the cord of the iron up and off the board. It permits the iron to be moved freely, with either hand, from one end of the board to the other. The Underwriters' approved extension cord carries the electrical load of a 1,000 watt iron without impairing the efficiency of the iron. This built-in cord permits the operator to work within a radius of six feet of any wall or floor outlet, thus enabling her to choose the place and light best suited to the task. The cord of the iron itself plugs into an outlet at the base of the device. A double outlet can be inserted here to accommodate a radio or fan. If desired, the Cordminder can be left permanently attached, and stored with the board. Slight pressure on the flexible steel support permits it to be placed in a horizontal position along the edge of the board where it is wedged in place by the cord clamp at the end of the support. The Cordminder can also be used in Father's workshop to do a similar supporting job for his power tools. Designed and manufactured by Proctor Electric Co., Third St. and Huntington Park Ave., Philadelphia.



SHOWER AND RUBDOWN FOR TRAIN: Rotary scrub brushes of plastic material whirl into action as train passes through new car cleaning installation.



PLASTIC TOOTHPICKS in handy packet.

····· plastic toothpicks, presented in match book form, now are here to compete with the familiar wooden ones. The points of the new picks are wedge shaped to facilitate getting at difficult spots between the teeth. The handy packet, it is believed will have special appeal for those who are used to carrying loose wooden toothpicks in their pockets or purses. Designed by Barnes & Reinecke, Inc. for Lactona, Inc., Fourth St. and Broadway, St. Paul, Minn.

····· power-driven brushes, when set into post-like installations, now can wash railroad cars at the speed of one car a minute. They help clean an entire train 10 times quicker than previously used equipment. In this mechanical method of washing trains, the rotary scrub brushes whirl into action as the train passes through the installation. Jets of cleaning solution spray the cars, then additional brushing and a cold shower give the train a shining finish. The cores of the revolving brushes are made of a Bakelite phenolic molding material. These cores are weatherproof, mechanically strong and last longer than materials formerly used. It is claimed that bristles stay in these cores longer and that greater control over the density of the bristles may be maintained. The brushes are made by Whiting Corp., Harvey, Ill.

fountain marker, small and attractive enough to be carride in a shirt or vest pocket, has been placed on the market. Called the "Junior Marker," it is made of aluminum and makes either a fine line or a broad line, depending on which surface of the chisel tip is used. While it was designed primarily for marking addresses on packages that are too small to be stenciled, it is also finding wide acceptance with commercial artists, mailing clerks and cartoonists. An outstanding feature is the positive ink control. Pressing on the tip opens the valve and allows the ink to flow. Releasing pressure shuts off the flow until it is again necessary to saturate the tip. The marker is a product of Diagraph-Bradley Industries, Inc., 3745 Forest Park, St. Louis 8, Mo.

····· transcolor, a new process which reproduces four-color pictures for as little as one-third the cost of present methods, in press runs up to 20,000, is being introduced to advertising and packaging industries. Reproductions are made direct from color transparencies. The process also affords the means of supplying color pages economically to publications with limited circulation. It is being promoted by Transcolor Corp., 527 Lexington Ave., New York City.

Source: "Leading National Advertisers"

House Beautiful

leads

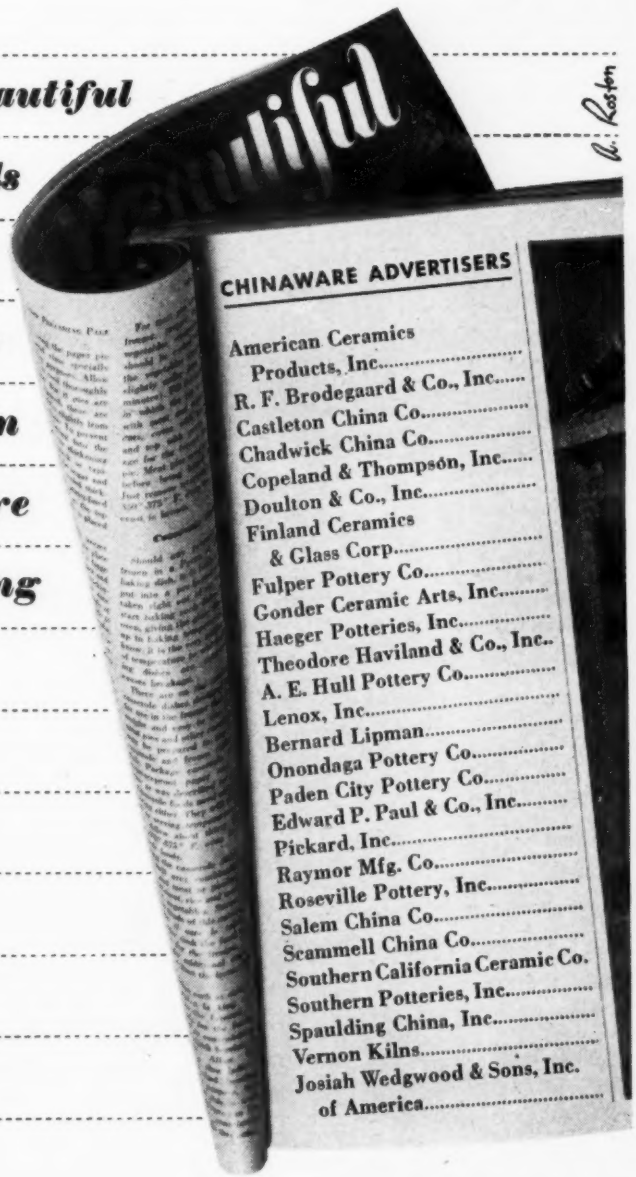
all

magazines

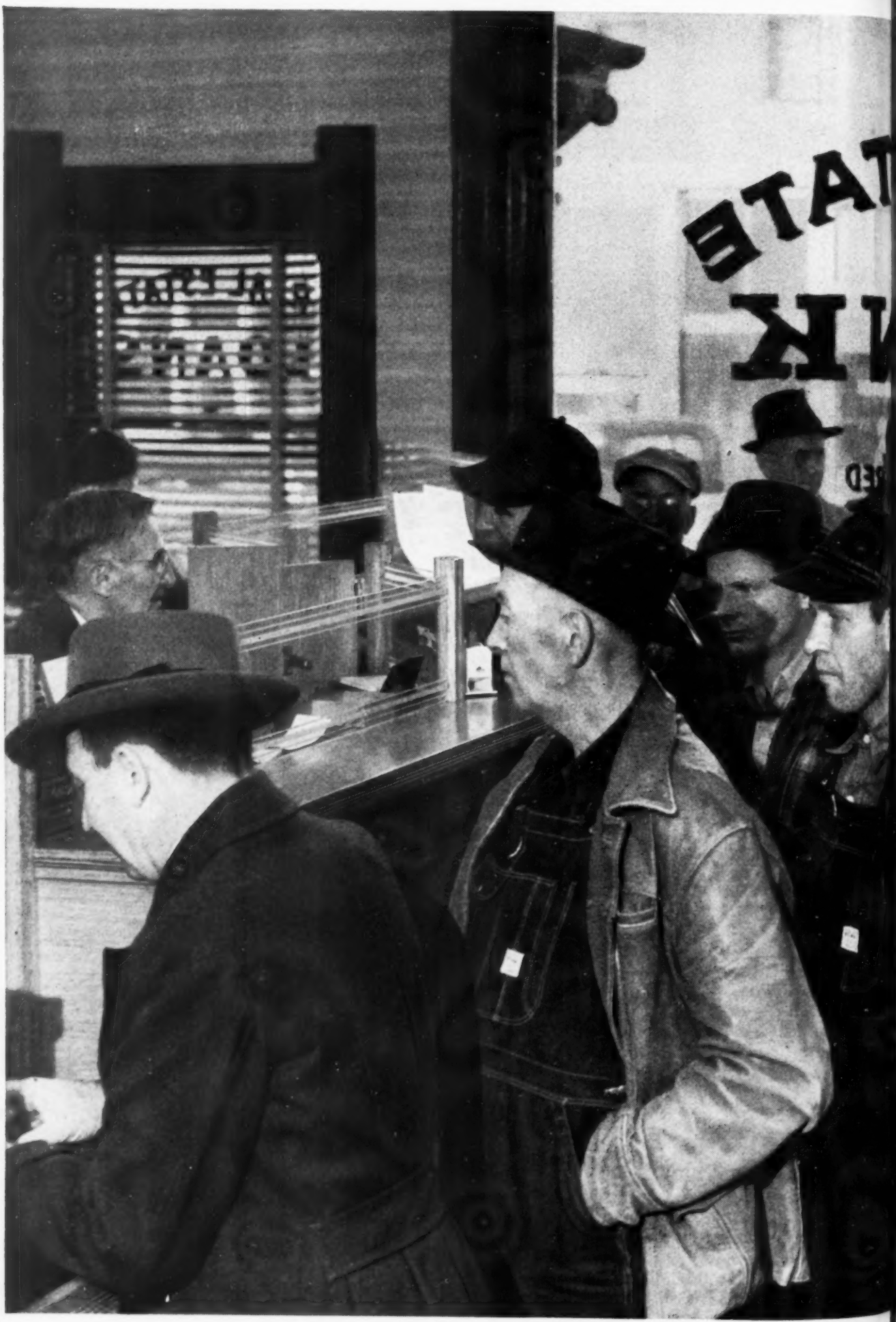
in

chinaware

advertising



Better your home... Better your living



BANK RUN

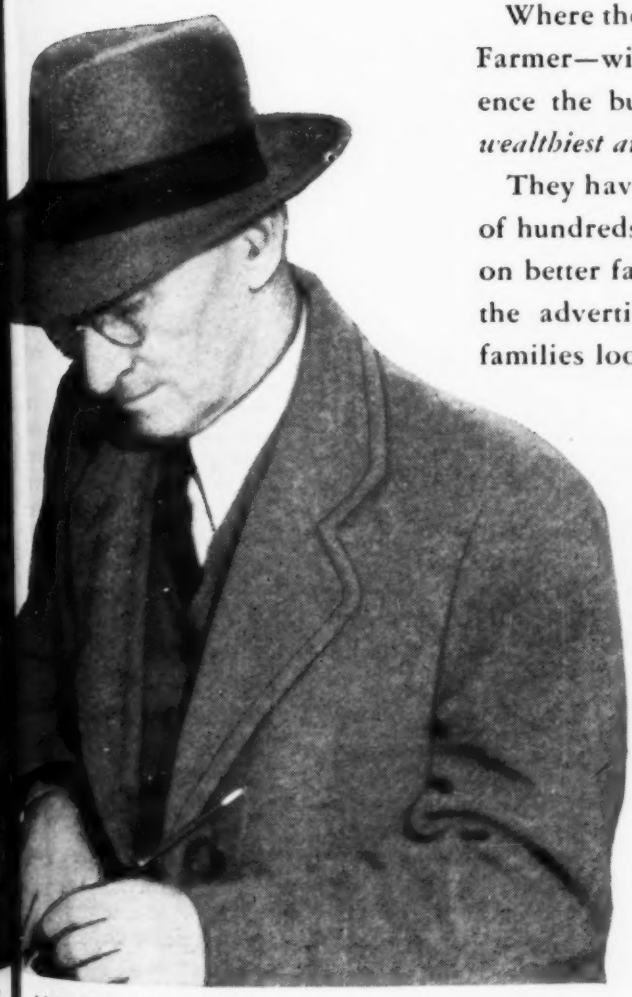
...in reverse!

Shades of '33? No, this is a run in reverse—the farmers of Mid-America rushing to get their money *in*.

The truth is, they're loaded. Their crops are bringing record yields . . . selling at high prices. They have far more money than they ever had before—and they've *always* had more than farmers elsewhere!

Where they spend it is partly up to you. Advertise in Capper's Farmer—with its 92% Mid-America circulation—and you influence the buying habits of the *wealthiest farm families* in the *wealthiest area* of the country.

They have confidence in Capper's Farmer . . . confidence born of hundreds of helpful, straightforward Capper's Farmer ideas on better farming and better living. This confidence extends to the advertising pages, where these 1,300,000 leading farm families look for the *products* that will carry the ideas through.



the magazine farm people believe in...

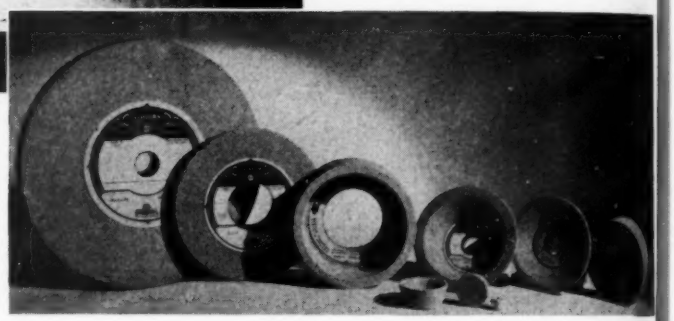
Capper's Farmer

TOPEKA, KANSAS



"FROM THE START, '32 Alundum' sold better than any previous new product ever offered by the company." — Wallace T. Montague, vice-president, the Norton Company.

"32 Alundum" is the trade-name for Norton's abrasive grinding wheels.



Reviewing the sales history of "32 Alundum" 18 months after giving it a Broadway opening, Norton Company has the answer to the question:

Does It Pay to Launch an Industrial Product with a Fanfare?

Norton Company, Worcester, Mass., knows that it pays dividends to go all-out in advertising, promoting, publicizing and merchandising a new industrial product. Many ideas consumer goods companies use to get their products off to a fast start can be adapted to launching a product for industry.

Somewhat over a year ago, in October, 1946 to be exact, Norton Company put on the market "32 Alundum," an improved abrasive material which, repeated tests had shown, would grind faster and better and at less expense than its predecessors. Although Norton has been known for years for the "push" it always has given to new products, in this case it outdid all previous efforts.

Does this kind of promotion pay off? Wallace T. Montague, Norton's vice-president, who directed preparation and launching of the campaign states, "From the start, '32 Alundum' sold better than any previous new product ever offered by the company. Its sales have been gaining momentum ever since. As a result of its reception to date, we are confident that '32 Alundum' will become one of the important members of the Norton family of abrasives."

This launching embodied one outstanding feature which its predecessors either lacked or did not have in major degree. Before Norton Company started selling or even advertising "32 Alundum" to the trade it "sold" the new product to its key sale people through a novel, dramatic skit climaxing a sales convention.

Novel Presentation

The skit itself set precedents, too. It was the most elaborate, the most dramatic, the most *everything* of its sort ever produced by the company. It played a prominent part in providing the company's key sales people with the best knowledge of a new product in the concern's history. It acquainted them also with the full details of the launching campaign. Thus completely informed, Norton's salesmen were able to help greatly to get "32 Alundum" away to a fast start.

Furthermore, the skit packed so much power that it not only won acclaim of the Norton sales force but appears to be well on the way to becoming a model for introducing a new product to salesmen *first*. Soon after it was staged at Norton's, Mr. Montague and his "troupe" gave a "command" performance before the industrial session of the convention of the Advertising Federation of America in Boston. This session was conducted by Boston Chapter, National Industrial Advertisers Association. The enthusiastic response on the second presentation led to its presentation before the Sales Managers Club of the Boston Chamber of Commerce in February, 1948.

As stated, the skit served as a sort of grand finale to a Norton sales convention in Worcester. More than 100 Norton sales engineers and supervisory sales people were present. For three and a half days they had spent much of their time hearing and



another king-sized sale

One of the largest blocks of time ever bought by a single retail advertiser in the Midwest!

The Tommy Dyer Show — with KRNT's new personality, Tommy Dyer — has been contracted for by Davidsons, a leading Des Moines Furniture Store.

It's the first 1948 counterpart of KRNT's 1947 sale of ALL *Al Couppee Play-by-Play* Sports broadcasts to The New Utica. Both advertisers augment these powerful selling tools with considerable additional KRNT time to round out their radio plan.

ANOTHER firm realizes the value and economy of *station domination* on a station that *dominates in audience!!*

He profits most who buys the station in any market with—

THE Proved Audience*
THE Merchandisable Personalities
THE Promotion Know-How
THE Business Integrity

KRNT
DES MOINES
THE REGISTER AND TRIBUNE STATION

REPRESENTED BY THE KATZ AGENCY

* ASK A KATZ MAN TO TELL YOU . . . SELL YOU . . . THE HIGHEST HOOPERATED STATION IN DES MOINES

seeing how "32 Alundum" had been developed. This is what they saw and heard:

The sales force was gathered in the company's auditorium. Near the wall back of the stage was an arrangement of draped curtains. In front of the curtains was an arrangement of tables, chairs and microphones. Suddenly, the lights went out. Through loudspeakers came by transcription a musical fanfare, followed by the trained voice of a radio announcer. He said:

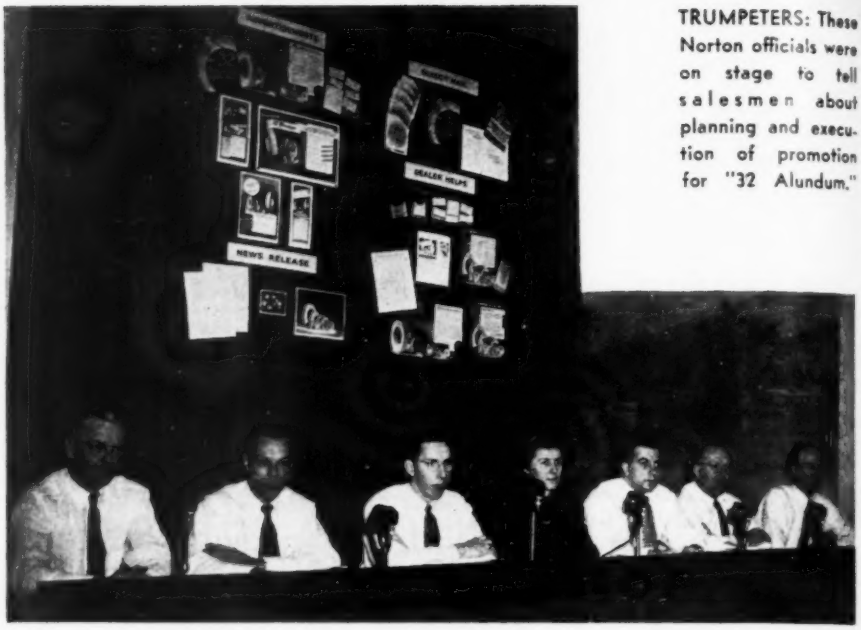
"1901 . . . . industry takes a giant stride forward as Norton Company introduces the first aluminum oxide abrasive. This is Alundum."

At the same time, two curtains on the stage parted and on a screen flashed in brilliant colors the word ALUNDUM.

The voice became louder and louder as another and another new Norton product launched down through the years is described. Then it became loudest, declaring:

"October 1946 . . . . Norton Company announces the most important development in manufactured abrasives in 45 years as it offers to industry 32 Alundum."

At the same instant, another pair of curtains parted and a fluorescent sign blazed out. In the center of a vari-colored bullseye was a "32 Alundum" wheel.



TRUMPETERS: These Norton officials were on stage to tell salesmen about planning and execution of promotion for "32 Alundum."

Soon in the darkened auditorium a small table light went on, revealing Vice-President Montague at a microphone. He was in shirtsleeves. He stated that the campaign for the introduction of "32 Alundum" had been completed, then asked: "Of what does it consist?"

A second table light went on, showing Publicity Manager C. Leonard Shaw, also in his shirtsleeves. He stated: "A news release for trade magazines, business papers and newspapers." The article and pictures flashed on the screen.

Another light went on. Russel A. Reed, assistant publicity manager, was behind it. He told about the advertising part of the campaign. Copies of the advertising material were shown on the screen.

Next, Francis D. Hart, of the company's technical publication, "Grits and Grinds," told his part in the introductory campaign. Appearing in turn, these executives outlined their roles: Dorothy L. Rhodes, direct mail; Robert P. Anderson, assistant publicity manager, who got out letters, stuffers and other distributor material; Irving L. Stanton, display material; Elliott B. Knowlton, export sales, and R. H. Cannon, merchandising engineer.

Origin of Program

Before going into the details of how 32 Alundum was launched, let's go back a bit.

The promotional campaign for "32 Alundum" originated at a conference attended by Mr. Montague, Ralph Johnson, Norton's general sales manager; Mr. Cannon and the six men and Miss Rhodes previously mentioned in the skit. At the gathering Mr. Cannon was appointed co-ordinator of the various activities. Each person left the conference knowing definitely what he or she was to contribute to the campaign, although the

THE WESLEY ASSOCIATES
Advertising
ARE PLEASED TO ANNOUNCE
THE AFFILIATION OF
LEE SOHN
MARKETING, SALES AND ADVERTISING SPECIALIST IN THE DRUG AND TOBACCO INDUSTRIES - - UNTIL RECENTLY MERCHANDISING AND SALES MANAGER OF THE PAL AND PERSONNA BLADE COMPANIES.
EFFECTIVE MARCH 1, 1948
THE WESLEY ASSOCIATES • 347 MADISON AVENUE • NEW YORK

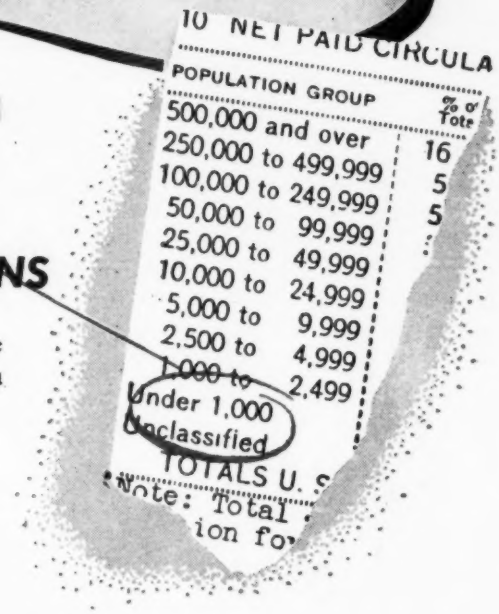
SURFACE THINKING ON AN AUDIT REPORT CAN MISLEAD YOU

HOW MUCH CIRCULATION IS IN *TRUE SMALL TOWNS*

AND HOW MUCH IS IN

SUBURBAN SMALL TOWNS

Check over the circulation reports of 19 of the largest circulating urban publications and you will find—



8.9% of their average circulation is in towns under 1000 population

But Only 5.6% is in True Small Towns under 1000 population

More than ⅓ of that circulation goes into Suburban Small Towns of less than 1000 population. You get *37% less circulation* than surface analysis leads you to expect in the True Small Town market of 3,300,000 families, representing 1 out of 8 (12%) of the entire city and town market.

GRIT has the greatest concentration of True Small Town circulation of any national publication.

Check your coverage in city and town markets with this coverage finder

Investigate—don't speculate on the 1 out of 8. Add GRIT to your national schedule.

Check Your National List for Coverage with the GRIT COVERAGE FINDER

This chart shows percentage of circulation coverage attained in each of 3 national city and town markets. To find coverage on any given list simply do this

1. Mark publication you are considering.
2. Cross out all other publications.
3. Add up your coverage figures.

	Metropolitan Places (242 Counties)	Places over 1000 Pop. Beyond Metrop. Influence	Places under 1000 Pop. Beyond Metrop. Influence
No. of Families In Millions	18.0	6.7	3.3
Amer. Home	9%	9%	2%
Amer. Mag.	7%	10%	4%
Amer. Wkly.	34%	26%	8%
Better H. & G.	9%	11%	6%
Collier's	10%	12%	6%
Cosmo.	8%	8%	1%
Fawcett W.	10%	11%	3%
Good Hskpg.	10%	11%	2%
Ladies' H. J.	14%	15%	10%
Liberty	4%	5%	2%
Life	13%	17%	3%
Look	7%	9%	4%
McCall's	11%	16%	7%
Red Book	6%	7%	2%
Sat. E. Post	12%	11%	9%
This Week	28%	15%	8%
Time	4%	4%	2%
True Story	8%	11%	4%
Woman's H. C.	13%	15%	6%
GRIT	--	3%	12%

GRIT

GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

S.T.

Tells the Story
Ask GRIT for it

S.T.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY . . . *with more than 650,000 circulation*

details, of course, had to be worked out by the individuals later.

Now for the details. A news release was sent to 60 technical publications, general business magazines and newspapers. Accompanying it was a photograph of "32 Alundum" wheels. Many publications printed all or part of the release.

Advertising played an important role in giving impetus to the introductory campaign. The lead off was a four-page, full-color insert in one list of publications. For another group, the story was told in a two-page spread in two colors. Smaller-size advertisements were placed in a long list of industrial and business publications. Altogether, Norton's advertising was placed before about 900,000 subscribers.

The four-page, full-color magazine insert was also used as a mailing piece to customer and prospect lists obtained from call cards sent in by Norton's abrasive engineers. This insert was mailed to about 20,000 names. Accompanying the inserts was a multigraphed letter written and signed by Sales Manager Johnson.

A large quantity of envelope stuffers somewhat similar to the four-page, full-color inserts were divided among the company's distributors. Sufficient room was left at the bottom for imprinting the distributor's name.



MASS IMPACT: Publication advertising took Norton story to industry markets.

Norton sent to each distributors' salesmen and many inside personnel a boxed 4-inch "32 Alundum" wheel in a bag to which an envelope was attached. The envelope contained a letter telling all about the wheel. Use of this method assured arrival of letter and wheel at the same time. A bank of spare sample wheels was established at each of the warehouses and in Worcester, so distributors of Norton's salesmen could procure additional samples quickly.

Distribution Aids

Another Norton aid for distributors was a four-page dealer letter announcing introduction of "32 Alundum." This carried at the top of the first page the individual letterhead of the distributor. It was anticipated that the distributors would mail at least 60,000 of these letters.

Norton provided still another distributor aid. This was two announcements in the form of newspaper advertisements for use in local papers. One was single-column, the other double-column. Many distributors used one or both.

But the most important thing done for distributors, according to Merchandise Engineer Cannon, "was to tell distributors well in advance all

We Multiply Customers

Every day WMC is making new friends, new customers for products being introduced at the threshold of the Gateway to the New South. Performance is proven by results . . . the creation of new customers out of prospects for our advertisers.

NBC AFFILIATE

WMC "the station most people listen to most"

WMCF the first FM Broadcasting station in Memphis and the Mid-South

WMCT WMC with Television is coming soon!

NATIONAL REPRESENTATIVES THE BRANHAM COMPANY
OWNED AND OPERATED BY THE COMMERCIAL APPEAL

about the campaign and to provide a list of stocks of '32 Alundum' wheels for tool and cutter, surface and internal grinding which we had started to manufacture at Worcester. At the same time, we suggested that they order some. In other words, we took the distributors into our confidence in advance regarding the sales-advertising campaign we were contemplating, and made them a part of it. Response was excellent."

Three Dimensional Folder

An unusual promotion piece included in the campaign was a folder containing Vectograph illustrations of "32 Alundum" wheels, which, when viewed with Polaroid glasses, show them in three dimensions. These views even bring out the unique surface characteristics of the new abrasive. Polaroid glasses were supplied with each set. Sets were given to all Norton abrasive and field engineers, as well as to district office and Worcester sales personnel.

The foreign phase of the campaign was surprisingly extensive. The Canadian plant of the company at Hamilton, Ontario, stocked wheels for sale and advertised them in Canadian publications. Canadian demand was also stimulated, of course, by advertising in American publications.

An entire issue of "Grits and Grinds" (company publication) was devoted to articles and pictures of "32 Alundum." Sizable quantities of the issue were sent to many countries outside North America, including England, Australia and British colonies—in addition to many thousands distributed in the United States. Moreover, translated into Spanish and Portuguese, "Grits and Grinds" went into Latin America. It was translated into French, Swedish, Finnish, German and even Russian for further widespread distribution.

Much of the printed material for domestic distribution was also scattered widely in English-speaking countries. Also, advertisements were published in Sweden, in the Spanish-speaking countries of Latin America, in Brazil, where Portuguese is spoken, and again even in Russia.

Displays Furnished

The company makes a practice of sending to distributors displays boosting Norton products. Since Alundum 32 was launched, these displays feature it extensively, although in most instances they also play up other Norton products. The new abrasive has been exhibited at the Western Metal Show in Oakland, Calif., in the Machine Tool Show in Chicago, and in the Chemical Show in New York.

A motion picture on "32 Alundum" has been made. Copies of it are being shown in many places. These are begin circulated from Worcester and from district offices. They will be shown in foreign countries.

Heads Distribution Council



Appointment of L. A. McQueen, vice-president in charge of sales, General Tire & Rubber Co., Akron as chairman, National Distribution Council, has just been announced by Secretary of Commerce W. Averell Harriman.

Mr. McQueen succeeds Ray Bill, publisher of SALES MANAGEMENT, who has served as chairman of the Council since its formation in August, 1946. The National Distribution Council represents a voluntary effort on the part of business to work with Government in encouraging sales, advertising and promotional programs designed to keep consumption in balance with production.

During World War II, Mr. McQueen served on OPA and WPB Industry Advisory Committees. At present, he is a member of the executive committee, Rubber Manufacturers Association. He is a director of General Tire, which he joined in 1929 as trade sales manager, and a director of Yankee Network, Inc.

Mr. McQueen began his business career in the advertising department of the B. F. Goodrich Co., following graduation from the University of Wisconsin in 1916. He became, successively, assistant advertising manager, advertising manager and manager of tire sales.

(Advertisement)

THE BUSINESS MARKET IS WHERE YOU FIND IT

By HARRY TORP
Media Director

We've all heard too much about concentrating on the best buyers. Counties representing 80% of all production; 10,000 firms accounting for 70% of production; and on—and on—and on.

But wouldn't *your* company get into real trouble if it neglected the last twenty or thirty per cent of its gross?

The sales managers say they have to send their men *everywhere* nowadays to cover *all* prospects. That's because industry is so decentralized and the business market so truly nationwide.

So why should we space buyers lightly toss aside that last twenty or thirty per cent of *your* business volume? Why should we go blithely along concentrating only on the best counties or the biggest corporations?

That's why your advertising agency will probably offer you the mass technique in the business market—to go after *all* the business wherever it is to be found.

It's actually economical to go after those scattered orders if you send your message *everywhere—if* you try to get the understanding and goodwill of the entire business community. Use the general business magazines to get more business from *100% of your market!*

The business market is where you find it—and these magazines help you find it!

• • •

This column is sponsored by *Nation's Business* to promote the use of a "mass technique" in selling the business market of America.

Four leading general business magazines offer you in 1948 a combined circulation of 1,310,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about $9,725.

	Net Paid Circulation	B&W Page
Nation's Business	600,000	$3,000
U. S. News-World Report	300,000	2,400
Fortune	235,000	2,750
Business Week	175,000	1,575

We'lll be glad to give you case histories of advertisers who have found such "mass" selling profitable. NATION'S BUSINESS, Washington, D. C.

(Advertisement)



Where is Process

There is a *Stock-Taking Report* coming in the May issue of *Chemical Engineering* entitled "*Looking Ahead in Process Engineering*." It will interest every chemical engineer across the broad face of the chemical process industries. The May issue, likewise, offers an opportunity in its advertising pages for the makers of equipment, construction materials and those who offer services to catalog in detail their contributions that make the advance of the process industries possible.

The "Golden Age" of Chemical Engineering

Being justly dramatic about it, we are entering the *Golden Age of Chemical Engineering.*

The age of iron marked a revolutionary epoch. Here and now is the real post-war beginning of a new and exciting age in the development and use of *light metals, plastics and synthetics.*

The first World War launched American chemical engineering. The second World War launched chemically engineered products into first place, industrially, as well as providing the world-shattering atomic bomb. Perhaps the process industries can checkmate a World War III.

It's Time to Take Stock

Every chemical engineer in the process industries can use the *Report* to advantage in his own stock-taking. Its reference value should continue for years.

CHEMICAL E

with Chemical and

Engineering Today... ...and Where is it Going?

Certain it is, too, that he will look to the advertising pages for detailed evidence that his suppliers of equipment, construction materials and engineering services are also looking ahead.

Many of these suppliers are well up to and often ahead of the processing parade in their engineering abilities and forward thinking. They will continue to implement the advance of process engineering. The *Stock-Taking May Issue* provides the place to present their accomplishments in the advertising pages in a true "*stock-taking*" style.

This is the place to *catalog in detail* their contributions to the process industries, past, present, and undoubtedly, the future.

The May issue of *Chemical Engineering* containing the Report, *Looking Ahead in Process Engineering*, closes April 25th.

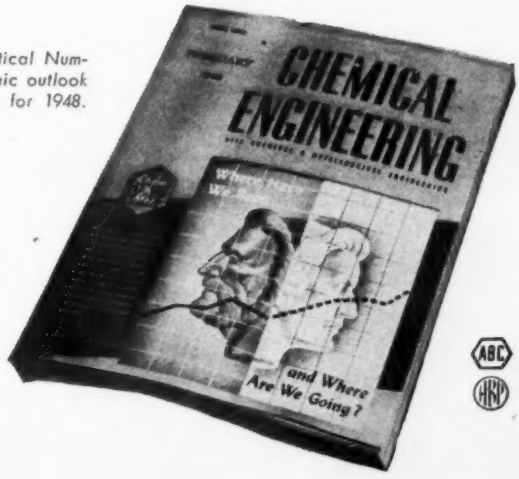
The Report in the May issue, "*Looking Ahead in Process Engineering*," covers in text and graphic form all of the main functional operations involved in the chemical process industries.

There are now some eighty operations. Some of them are entirely new, born out of wartime experience. They apply, generally, over most branches of the chemical process industries. They are the every-day working tools of the chemical engineer. They utilize almost every type and form of equipment and construction materials.

The Report will attempt to define the present utility of each operation; its weakness, if any; needed improvements; and, if possible, where each is headed for future development.

Here is a careful appraisal of the present and future of every important process engineering tool employed in this broad industry.

The 25th Annual Review and Statistical Number, February, featured the economic outlook in the chemical process industries for 1948.



CHEMICAL ENGINEERING

Metallurgical Engineering

A McGRAW-HILL PUBLICATION

330 WEST 42nd ST., NEW YORK 18, N. Y.

EASY AS N.A.S.

N

NEWSPAPER

Mary Brown gives a luncheon...John Jones makes a speech...and everybody in town knows it. They read it in their Hometown Weekly. Both look eagerly for their names in the Hometown Weekly. Multiply this by millions...and you have the reason why readership of such papers is high...High...HIGH!

A

ADVERTISING

And these millions of people eagerly and regularly reading Hometown Weeklies . . . in a frame of mind definitely receptive to sales messages...comprise 52 out of every 100 Americans. A vast national market holding 43% of the country's buying power!

S

SERVICE

Reaching this huge market is simple. One order places advertising in many thousands of weeklies. (Or in your selected test group.) You place only one order, pay just one bill . . . we handle all the details. Easy as NAS.

Write today for FREE booklet "A 1000 to 1 Easier Way to Advertise in Hometown Weeklies"

NEWSPAPER ADVERTISING SERVICE
INCORPORATED
CHICAGO • 222 North Michigan Avenue
NEW YORK • 70 East 45th Street
SEATTLE • 301 White Building
SAN FRANCISCO • 58 Sutter Street

Shop Talk

One If By Land, Two If By Sea: . . . and if you see *three* lanterns swinging in the belfry of this department in the next issue, with this editor standing by trimming the wicks and mumbling to himself, you'll know the new *Survey of Buying Power* will not be out before June.

Earlier in this column when I mentioned the 550-page *Survey* and its traditional May 10 publication date, I added, uneasily, "God and the printers willing." Well, we got along just dandy with God, but not with Local No. 2 of the I.T.U. in Philadelphia. In short, the plant that sets all SM's monotype is struck, and as we go to press on this issue (which is printed in Stroudsburg, Pa.), we have no way of making a guess as to when work on the big annual will be resumed.

This Is "A Murphy": That's what we say when an idea emerges for a certain kind of article, or series, in the area of general management. John Allen Murphy has written for SM for years, and his background in research and consulting is such that he is almost ideally qualified to handle subject matter of this nature.

When SM began to get an extraordinarily heavy flow of inquiries on new-products-how-shall-we-sell-them, inevitably the assignment landed with Murphy, who tore into it with gusto, and who now offers the first of three articles in this issue. (Page 37). This article is a let's-look-over-the-situation. The second, scheduled for April 1, will be made up mostly of case histories telling how differing products have been successfully introduced. They will illustrate variety in policy.

The third article (April 15), will show the need for boldness of approach in the introduction of new products. Says Murphy: "Most introducers of new products, once their market is determined, are too timid and cautions . . . . they are stingy in their use of salesmen. They try to be too economical. Try to cover too many markets. Too stingy in backing their salesmen with advertising, sales promotion, and helps of all kinds."

The Case of the Mute Index: Now and then one of the young ladies in Readers' Service pokes her head in my door and, with a wounded look in her eye, says she's been playing telephonic ping-pong with some subscriber who swears something appeared in SM's pages, but that she is unable to locate it in the index. About half of these stalemates are just cases of mistaken identification—the reader just doesn't remember where he saw the article he wants. The other half arise out of fact that some SM subscribers are confused slightly by the monthly appearance of *Federation News,* bound into our pages as an insert, and not indexed by us because it is not a formal part of SM's editorial content.

Federation News is written and printed monthly by the headquarters office of the National Federation of Sales Executives. SM's editors have nothing whatever to do with the selection of the material that goes into it. (We do not, for example, pick the piece designated as the "speech of the month.")

The *News* is mailed to all Federation members once a month and SM carries it to its readers as a matter of service . . . . a means for keeping our readers up to date on Federation activities.

If, therefore, you find in it references to materials or subject matter you want to follow up, please follow the instructions in the *News,* contact the sources mentioned there, or write to Federation headquarters (Shelton Hotel, New York, N. Y.)—not to SM's Readers' Service Bureau.

The Federation's White Paper: In one of those desultory conversations that lob back and forth across the table over coffee and after-dinner cigarettes, somebody opined that it was time to write at least a brief history of the National Federation of Sales Executives. I haven't the slightest idea when this conversation took place. At any rate, the project is now in the talk stage.

A dozen or more of those who had a hand in the original Federation setup have casually been prodding each other's memories to see if we could pin down the facts of the Federation's birth. There is a somewhat astonishing lack of memory-agreement and documentation. Everyone "supposed" that "somebody" has some files which tell the story.

Because SM's publisher, Ray Bill, was the first president of the organization, SM has been asked to fill in the facts about the steps that preceded the organization meeting. When we started to dig, we found little. At the time SALES MANAGEMENT moved its offices (in the Spring of 1942) there was a grand housecleaning of files, with the result that only the copies of the proceedings of meetings were retained.

But what happened before that? Where did the idea get the impetus that led to organization? What started the ball rolling?

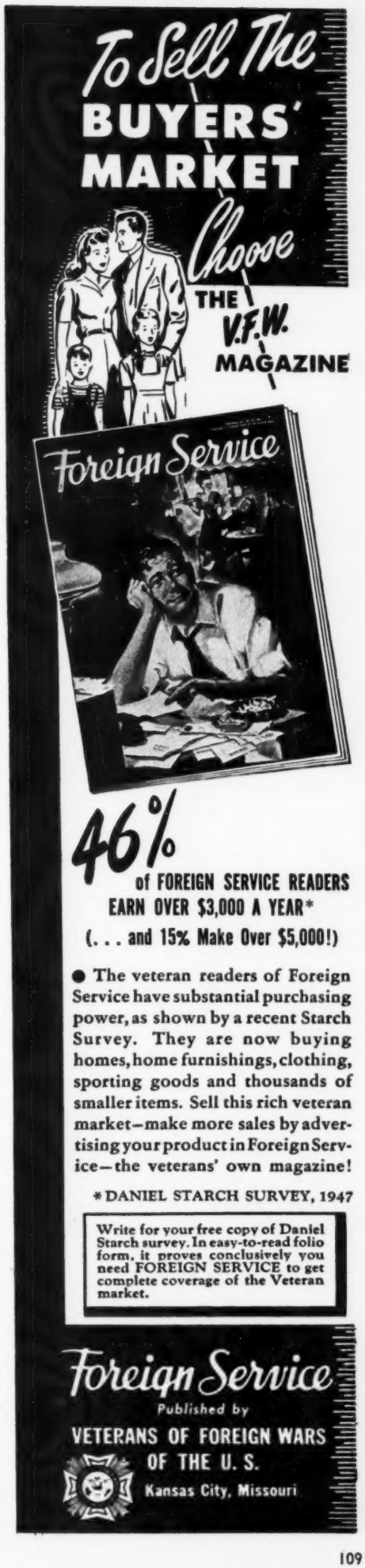
Well, I've found at least part of the answer. On a hunch, I asked Jim Walsh of the Boston Chamber of Commerce, if the Boston club had files dating back to the mid-thirties. They did. So I am now possessed of a series of photostats of a batch of letters which includes two which perked up my interest for the simple reason that they bear my signature. One, dated May 21, 1935, shows that a group of us, talking informally, had come to the conclusion that we ought to explore, again, the possibilities for the formation of a national sales executives' group. (It had been suggested off and on for years.) I volunteered (this I do remember) to check up on existing local clubs and see what they thought of the idea.

On May 23, 1935, I sent a round-robin to all the clubs known to be active. It asked seven specific questions, concerning the feeling of the club members about the need for such an organization, suggestions for setup, and so on. The majority expressed definite interest. Ray Bill then arranged for an organization meeting in New York October 17 and 18.

Among the clubs that were represented in the Federation from the very beginning were New York, Dallas, Ft. Worth, Rochester, Los Angeles, and Cleveland. I cannot be sure how many people made up the nucleus "talk" group that brought about the effort to bring the Federation into being. I remember batting the idea around with Smoke Ballew of Dallas, with Saunders Norvell, and with R. D. Keim of Squibb's. Merrill Sands, then of Dictaphone, and Alan Turner, then with H. B. Davis of Baltimore, threw in some ideas. Several more from New York, men who had had a hand in the activities of the young Sales Executives Club of New York, participated.

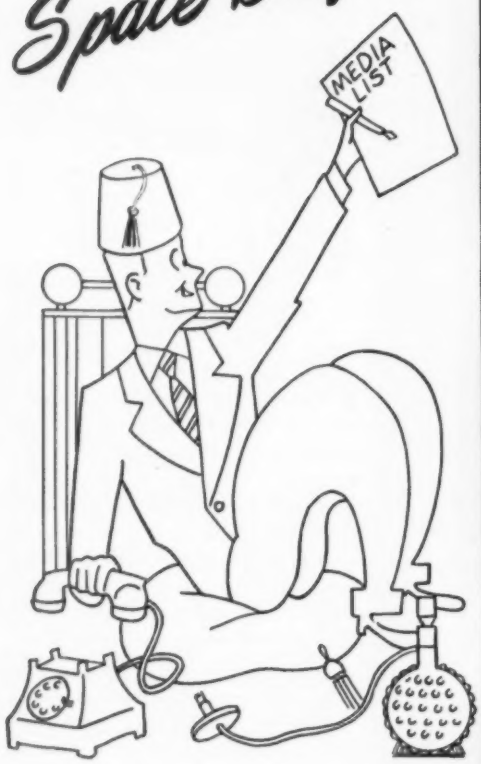
I shall be happy to turn over the material I have to any committee the Federation selects to follow through on the ex post facto construction of the N.F.S.E. log book. Meanwhile, let's ask here and now who, among the founding fathers has anything to contribute to the story. Dig into your memory—and your files—and see what you can contribute, won't you?

A. R. HAHN
Managing Editor





This makes Boston a Cinch for Space Buyers



The Boston Herald-Traveler offers you an advertising medium that has long held No. 1 spot in its home market and that is a ranking member of the blue-ribbon group nationally.

Here in Boston we have carried the greatest volume of total paid advertising every year for 21 straight years. And 1947 was the largest in history — a whopping 23,345,760 lines.

With continued leadership in total linage, for practically every category across the board, we also show the way in *gains* as well. For instance, in 1947 the Herald-Traveler led all Boston papers in total Retail by about 4 million lines over the second paper. And our 1947 *gain* in this key classification was the greatest in the city, as well.

In the national picture, too, the Herald-Traveler habitually out-ranks some of the greatest papers in the country. For in 1947, in total General Advertising, the morning Herald ranked third to the Chicago Tribune and New York Times, while the evening Traveler was second only to the Chicago News. So the space-buyer's lot is an easy one in Boston — the Herald-Traveler — No. 1 on the list, now as always.

always first in Boston

THE HERALD Traveler

Represented nationally by George A. McDevitt Company



SEATED AT TABLES, where they could take notes, Goodyear dealers stayed through two days of films and talks, with attendance at all sessions varying less than five percent, proving high interest value.

Goodyear Trains 25,000 Dealers With Films in 10 Months

Ten movies and nine slide films are the backbone of Goodyear's million dollar Dealer Merchandising Conferences. With them, Goodyear's top executives took a uniform sales story quickly and efficiently from coast-to-coast.

The Goodyear Tire & Rubber Co., Akron, has just invested $1,000,000 in a 10-month long series of Dealer Merchandising Conferences, training 25,000 Goodyear tire dealers and dealer employes. Background of the training program was a series of films.

Impressed with the success of visual training techniques utilized by the military services in World War II, Goodyear's sales training staff developed its visual merchandising training program for Goodyear dealers around sound motion pictures and sound slide films.

To insure that this training would pay off in effective sales training, Goodyear spent an entire year just getting ready to take its training story on the road. A large part of this time was required to develop ideas and to produce 10 sound motion pictures and nine sound slide films covering every phase of tire merchandising and servicing. The idea was to show dealers advantages of using practical, proven sales methods.

After all of the physical properties for the training program had been assembled, 25 conference presentation teams of two men each were selected. These teams were drawn from experienced sales personnel. Some men were veteran field and special representatives, others assistant district managers.

Conference teams were put through an intensive 30-day course of specialized training at Akron, to prepare them for presenting the training program in the field. One man of each team was named conference director and made responsible for conducting each presentation. Second member of each team was named assistant conference director and was responsible for handling all properties, distributing materials to dealers attending the conferences and operating the projector.

First IN NUMBER OF PARTICIPATING MEMBERS AND FIRST IN NUMBER OF INSTRUCTORS AT THE AMERICAN PRESS INSTITUTE SEMINARS AT COLUMBIA UNIVERSITY



NORMAN SHAW
Managing Editor



LOUIS CLIFFORD
City Editor



DON DUNHAM
Editorial Writer



HARDING CHRIST
Picture Editor



PAUL LILLEY
City Hall Reporter



RICHARD PETERS
Assistant City Editor



CHARLES SCHNEIDER
Feature Writer



BEN CREEL
News Editor



TOM BOARDMAN
Staff Reporter



DICK PRESTON
Telegraph Editor

The Cleveland Press has sent more participating members and more instructors to the American Press Institute seminars at Columbia University than any other American newspaper. There are two reasons for this: (1) The Press recognizes the importance of keeping its editorial staff alert to all new developments and techniques, and endeavors to be represented, if possible, at all seminar sessions. (2) The outstanding ability of press staff members as participants and instructors has been well recognized by Directors of the Institute, The net result is that ten of the eleven seminars to date have been attended by Press staff members and four have been chosen as instructors.

Each seminar lasts for three weeks and is devoted entirely to serious discussion and exchange of information on one particular phase of editorial operation. Members are assigned to dormitories and live like students. Each one is devoted to learning all that he can from the open discussions and passing that knowledge on to his colleagues on his return home.

The Press has already incorporated many improvements its staff members have picked up at these seminars, and many other papers are now using innovations that Press members contributed. This free and democratic exchange of information and problems has well served its purpose of improving journalism all over the nation. We are proud to be a part of that improvement.

This is only one example of the many ways in which the Press strives to avoid the old hide-bound theories of journalism, and is one reason for the extreme loyalty of Clevelanders to The Press. Such reader loyalty pays off well for advertisers and can do the same for you.

A SCRIPPS HOWARD NEWSPAPER

The Cleveland Press

POWER TO DO GOOD--POWER TO MOVE GOODS



AUTHENTIC HOME OFFICE atmosphere was taken to dealers in Goodyear's films. This is a scene in the main lobby of Goodyear's Akron office during filming of the 55-minute movie, "The House of Goodyear," made by Wilding Pictures.

When all advance preparations had been completed, 20 conference teams were assigned to the field. Five were maintained in reserve so they could fill in any place required in event of inability of one of the regular teams to make a scheduled assignment.

Each of the 20 field teams was equipped with the following: An automobile, a Bell & Howell sound movie projector, A Senior Illustravox sound slide projector, Da-Lite screens, 28 reels of film comprising the sound movie subjects, sound slide films, stage setting and background materials, and special portable pedestals for projectors and all sales promotion materials.

What Dealers Thought

The training program was designed for presentation at a 2½-day conference, but as conference teams gained experience, the presentation was condensed into two-day meetings without sacrificing essentials. Originally, there was some concern that the program might be too tight and compact, but experience proved that there was no danger on this score, so long as the program had punch and sustained interest. (That the program did, soon was evidenced by the fact that registration and attendance at all sessions varied less than five percent. In other words, practically all dealers who were present for the first session of a program, stayed through until it was completed.)

Presentations were so scheduled that there were frequent breaks, or recess periods, which, though short, were adequate to permit all to stretch their legs, enjoy a soft drink and otherwise vary the routine.

In practically all cases where possible, hotel ball or convention rooms were selected as sites for conferences. Seating was arranged behind tables, providing a place to take notes. Notebooks, pencils, adequate ashtrays and drinking water were placed on tables. Each dealer was assigned a definite place with his name on it and an individual identification badge.

Conference teams were assigned to Goodyear's 46 geographical sales districts for specific periods. District sales managers made all arrangements for assembling groups of dealers in centrally located meeting places, on a definite schedule coordinated with availability of conference teams. Attendance at meetings was restricted to between 30 and 35 dealers, the actual average being 33. Groups of this size proved ideal from standpoints of both the dealers and conference directors.

"Clean-Up" Teams

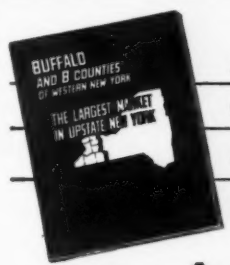
The program was launched in March, 1947, with the initial 20 merchandising conferences, held in as many widely separated cities, and continued for six months on a basis of one or two conferences for each team, each week, depending upon the distance between conference cities and other physical factors, such as weather and availability of conference sites.

Following six months of concentrated scheduling, a few teams travelled exclusively on a "clean up" basis, taking the conference to groups of dealers in various districts, who

DELIVERS
COVERAGE OF
NORTH CAROLINA'S
RICH TRI-CITY
MARKET

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WSJS
AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS
NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY



A STUDY
OF A
GREAT
MARKET

Now Available

● A new 4-color, 28-page book just released by the Courier-Express tells the story of a great market . . . one which has a larger population than any of 16 states, greater retail sales than any one of 17 states. Contains current and comparative pre-war data on: Population . . . Retail Sales . . . Wholesale Sales . . . Retail Outlets . . . Farms . . . Housing . . . Business Activity . . . Income . . . Employment . . . Payrolls . . . Bank Deposits . . . Bank Debits.

Write for your copy.

REACH BUFFALO'S BUYING POWER
thru the
Buffalo Courier-Express
Buffalo's Only
Morning and Sunday Newspaper
Representatives:
OSBORN, SCOLARO, MEEKER & CO.

IS YOUR EYE SHARP?



In the ever-present battle for markets top management must keep a sharp eye on competition—whether across the street or 3,000 miles away.

If the sale of your product has been slipping in Ohio, or Vermont, or Oregon; instead of firing your representatives in those states, why not find the facts?

Why are people refusing to buy your goods? Are they out of work? Are they waiting for a better model? Are they buying your competitor's goods? Are your prices too high?

You cannot afford to GUESS—not for 1948! Our organization is equipped and ready to furnish you definite information for any state in the Union.

A conference will cost you nothing.

NATIONAL ANALYSTS, Inc.

WASHINGTON PHILADELPHIA SAN FRANCISCO

EXECUTIVE OFFICES • 1425 CHESTNUT ST. • PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

were unable to attend sessions held previously in their areas. The program generated such enthusiastic reports from dealers who attended, that many who originally felt that they could not spare the time from their business to attend, later indicated a desire to receive benefits of the conference. It was specifically for them that additionl sessions were conducted into early 1948. In many cases, special one-day meetings were held, featuring the material of specific interest to associate and other small dealers.

At every conference, "photo quizzes" were issued following each film showing. These contained blow-ups of key frames from the movies. Under each was a number of true or false statements. Dealers were asked to indicate correct answers, which subsequently were reviewed from the rostrum by the conference director, each dealer grading his own paper and retaining it for future reference. These quizzes provided excellent opportunity to review main points brought out in each film and gave each dealer an opportunity to check on himself and analyze his own reactions.

As a further refresher, and for future reference, each dealer who attended a conference was given copy



of a *Life* magazine-style publication entitled "FOTO NOTES." This publication contains a complete review of the training program, profusely illustrated with blow-ups out of the various movie and slide films related to key points of the presentation.

Subjects and running times of the training motion pictures, listed below, give indication of the scope of the program:

"The House of Goodyear," historical and institutional, 55 min.

"A Return to Salesmanship," pointing up purpose of the program, 5 min.

"You Don't Stay First Unless You're Best," showing tire manufacturing and selling methods, 57 min.

"Tailored to the Job," concerning truck tires, 21 min.

"Lower Cost Per Mile," servicing truck tires, 27 min.

"It's About Time," about farm tires, 40 min.

"Save 'Em with Service," about tire service, 16 min.

"Sales Conditioning," modern merchandising story, 21 min.

"Professional Salesmanship," discussion on selling, 22 min.

"Happy Ending," 19 min.

It is the opinion of Goodyear sales executives, that no other means available at the same, or lower cost, could have been employed to convey so much information to so large a num-

8 GOOD REASONS FOR TESTING THIS MARKET



Advertisers and agencies point to South Bend, Indiana as a top test market. They listed eight reasons—in a Sales Management survey—for their choice. 1. Strong newspaper of adequate coverage. 2. Good tests in past. 3. Prosperous town. 4. Industries near farms. 5. Good secondary market. 6. Isolated from outside influences. 7. Industrial community. 8. Typical of its region . . . Write for your free copy of our market data book entitled "Test Town, U. S. A."

The South Bend Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Compare the Audit Bureau Reports —

NATION'S BUSINESS

is the hot book in the business field!

ber of dealers, on a Nation-wide basis.

Goodyear has employed the regional, or district conference idea in dealer training for many years, but the program recently completed was by far the most comprehensive yet undertaken.

Use of sound motion pictures made it possible for Goodyear's top executives to deliver messages to more than 25,000 dealers and dealer employees. It would have been impractical for these executives to have appeared personally before so large a number, in either one group or, in a number of assemblies, or meetings.

Visual Aids

Furthermore, use of sound motion pictures, slide films and other visual materials, assured every dealer of getting exactly the same program in every detail, on a prearranged schedule.

The idea of adapting visual educational methods to Goodyear's dealer training needs, was conceived by C. C. Osmun, manager of trade relations, who directed its development. Responsibility for carrying out the program in the field was assigned to the Dealer department, headed by J. A. Lewin. Writing and production of the entire program was handled by The Wilding Pictures Corp., Detroit.

Recently, at request of Dean Thomas H. Carroll and Dr. Joseph H. Morrow, of the college of business education at Syracuse University, the entire program was presented before the Syracuse University Sales Forum, a group of 175 students interested in all phases of merchandising, as a case study of modern sales training methods.

Goodyear announced recently, that its training program streamlined to a one-day presentation, to eliminate many of the repetitions necessary to impress sales methods on dealers, would be available for presentation at colleges of business education in the future, where such case studies were desired.

Lee Sells Itself to Prospective Salesmen

H. D. Lee's eight-page pamphlet anticipates and answers questions.

When a salesmen is interviewed for a job it's usually the company which does all the probing. The H. D. Lee Co., Kansas City, Mo., helps the sales candidate do a little reverse probing—of the H. D. Lee Co., his prospective employer.

In a little eight-page pamphlet, the Lee company's institutional department summarizes "what the H. D. Lee Co. has to offer." Here's what the company says about itself—to men whom it might hire as salesmen:

"In these days of rapidly changing prices, what security equals that provided by permanent employment with an old, established, sound company, headed by experienced management with liberal views? . . .

"We are one of the largest and most consistent advertisers in the United States. Radio, newspapers, magazines and bill boards constantly recommend Lee foods and Lee work clothing to the buying public. . .

"The management of this company, including its directors, are actively engaged in the H. D. Lee organization. The entire management of the H. D. Lee Co., from president down has been promoted from the ranks of the organization."

Switching back to the employer's customary role, the Lee company asks sales candidates, "what have you to offer?" What follows is a check list by which the sales candidate can measure himself against the company's requirements.

You Get Results IF Coverage HAS TWO-WAY STRETCH

Advertisers find the Herald News' 97% coverage of Fall River families effective. They bought a record-smashing 9,918,000 lines last year—28% more than in '46.



Our circulation coverage SELLS because our superb news and editorial coverage satisfies every reader interest. Local news—44% of reading matter—is gathered by a large staff of reporters and correspondents. Their efforts are supplemented by 6 news, 8 photo, 9 feature services. Of 65 features—25 of them comics—50 appear daily, 7 others three or two times a week. Such reader service begets advertising response.

FALL RIVER HERALD NEWS

FALL RIVER, MASS.

KELLY-SMITH CO. . . . . NATIONAL REPRESENTATIVES

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

Botany & Union Issue Joint Training Text

An outgrowth of the Joint School in Human Relations at Botany Mills, Inc., this 190-page textbook sets forth practical ways to insure free interchange of ideas between management and labor. Other groups may obtain copies.

Significant from the standpoint of management-labor relations is the textbook of Botany-Textile Workers Union of America (C.I.O.) Joint School in Human Relations, just published by Botany Mills, Inc.

Reported to be the first textbook sponsored by a company and a union, "The Botany Plan" is the direct outgrowth of a continuing training school conducted by Botany Mills and the Textile Workers Union.

The Joint Training School was acclaimed by union and industry leaders when it began classes in September, 1946, as a result of conversations between Colonel Charles F. H. Johnson, Botany president, and George Baldanzi, executive vice-president of the Textile Workers Union. The first class of 381 employes, representing all stages of authority from assistant superintendents to section hands and from shop chairmen to shop stewards of the union, was graduated last May in exercises attended by business leaders and union executives. A second group of employes began the course last fall.

Examples Show How

The training program has been built around actual examples of problems which arise constantly between operating foremen, supervisors, workers, and union representatives. The course comprises 400 hours of instruction with classes of from 12 to 15 persons representing management (all branches) and labor representatives. Employes attending classes are drilled in technical procedures having to do with relations of union representatives and representatives of management. They are taught also how to handle general personal problems and grievance procedure, and are instructed in the provisions of the memorandum of agreement between the company and the union. An important phase of the instruction is an insistence upon handling relations between the company, the union, and all employes in a manner which preserves the dignity and the rights of the individual.

The textbook is a careful compilation, down to the smallest detail, of the rights and responsibilities assumed by employes and those who direct American industry. It reveals an impressive list of safeguards, based on mutual understanding, affecting the lives and families of one company's employes.

Scope of Plan

The scope of "The Botany Plan" is indicated in its 15 chapter titles. Among them: "Personnel Policies Established by Federal and State Laws;" "Fundamentals Affecting Employer - Employe Relationship;" "Grievance Procedure;" "Wages and Hours." With this broad approach, the book combines details of group insurance, health benefits, seniority rules and transfer regulations—of hundreds of provisions affecting the worker's welfare. It suggests a basic approach to the solution of problems, but it also presents and discusses cases taken from Botany records and outlines their disposition.

In addition to the 15 main chapters, the 190-page book includes an introduction explaining policies and purposes of the training program, a record of the first graduation exercises, and an appendix. Its blue cloth cover bears in gold the Botany seal and the emblem of the Textile Workers Union.

The book, of course, is concerned in part with Botany's own "Memorandum of Agreement" with the Textile Workers Union. Both union officials and Botany executives believe, however, that the basic plan can be adopted to fit the needs of any labor-management relationship. The book is being given additional distribution, Colonel Johnson states, "in the hope that the lessons compiled

New type sales reports

talk business



And a good salesman knows how to talk. Up-to-the-minute sales managers are now eliminating written reports—replacing them with SOUNDSCRIBER reports, dictated at home, in hotel rooms, on a train, in salesmen's cars . . . anywhere . . . while the *facts are fresh!* Results? . . . More calls by the salesmen . . . Better sales reports . . . increased sales. With SOUNDSCRIBER Portables, your salesmen give you a better picture of customer relations. SOUNDSCRIBER Reports, mailed at once, mean more business. Step up your sales with SOUNDSCRIBER. Get the jump on competition. Mail the coupon TODAY.

SOUNDSCRIBER
Trade Mark
ELECTRONIC DICTATING AND RECORDING EQUIPMENT

The SOUNDSCRIBER CORPORATION, Dept. SM-3, New Haven 4, Conn.
Please send case histories on SoundScribers in operation.

NAME_____
ADDRESS_____
CITY_____ STATE_____

Traveling by Car?
TRAVEL SUITERS*
ARE THE ANSWER to your packing problems

- Dustproof
- Moisture-proof
- Wrinkle-proof travel



Get TRAVEL SUITERS at your dealers
In tough, waterproof coated fabrics
24x36 in. . . . brown or navy blue $6.50
24x40 in. . . . brown or navy blue $7.50
(In tough leathercloth)
24x40 in. . . . black or brown $10.00
Suits hang full length . . . room for 3 suits and accessories

If your Luggage, Men's Furnishings or Department Store (notions or luggage dept.) cannot supply you, use the coupon below:

MINER CORPORATION
P.O. Box 2744—Dept. S Denver 1, Colorado
Please send me_____ TRAVEL SUITERS
at_____ ea. in_____ (color).
Enclosed please find_____ dollars.
(No C.O.D. orders.)
☐ Please send me your latest brochure.
Name_____
Address_____
City_____ State_____
*Trade Mark—Patents applied for.
Desirable SALES TERRITORIES open for qualified salesmen. Write today.







"How is a poor girl going to eat?"

. . . asked the $10.95 dress advertisement . . . of one of the three San Francisco stores which won four of the eight Merit Awards for 1947 retail advertising . . . in the Annual Review of the Retail Reporting Bureau! *Viz.* Joseph Magnin, Ransohoffs—and TWO to Roos Brothers! . . . To say nothing of mentions to H. Liebes, I. Magnin, Joseph Magnin, The White House, and Roos Brothers!

We've bragged for years that San Francisco retail copy was the smartest, cleverest, and most effective retail in the whole country. Outsiders smiled cynically, and said "Well, you know . . . California!" So we welcome confirmation from equally cynical, more sophisticated New York judges.

Since smart advertising is an index of smart merchants . . . it may be more than mere coincidence that these six Award winning stores in 1947 *together* put more confidence —and linage!—in The Chronicle than in any other SF paper! . . . Which may also be an index for smart national advertisers, who will promptly ask the SFW man to tell them more!





San Francisco Chronicle

SAWYER, FERGUSON, WALKER CO., *National Representatives*,
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles









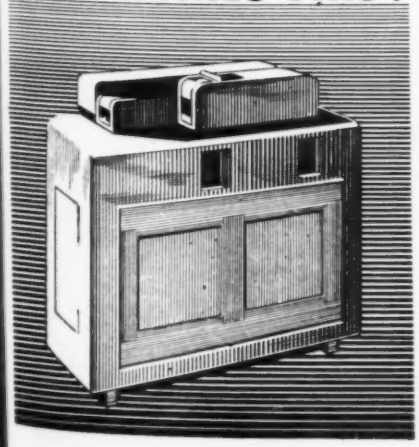
for our employes may serve as a guide to others who are interested, as we are, in improving human relations between management and labor." Copies of the privately printed book are being made available to interested executives of industrial organizations, labor leaders and educators. In the expectation that, as the training school continues, there will be revisions in the text, 1,500 copies will be placed in specially designed loose-leaf covers for use by Botany supervisors and union shop chairmen.

Charles F. H. Johnson, Jr., vice-president and general manager of sales for Botany, supervised preparation of the course and the instruction. Text of the lessons was prepared by Major General Irving J. Phillipson (retired), director of industrial relations at Botany, in cooperation with Charles Serraino, business manager of the Passaic, N. J., Joint Board, Textile Workers Union, and Major Joseph F. Wildebush, Botany's director of labor relations. Instructors are General Phillipson and his industrial relations staff, and representatives of the Textile Workers Union. The textbook was edited, designed and produced under the direction of F. Eugene Ackerman Associates, public relations counsel to Botany Mills.

AMERICA'S FINEST MARKETING MAP
of the United States for Sales and Executive Use
— PLUS —
203 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. INQUIRIES cordially invited. FREE Illustrated Brochure upon request.
HEARNE BROTHERS
24th Flr., National Bank Bldg., Detroit 26, Mich.

- **EXECUTIVES**
- $5,000-$25,000 Caliber
- Through our nationwide Service we negotiate for the better positions with well-established companies in all industries. Your personal requirements met by individual procedures. Strict confidence assured. Details on request.
- Jepson Executive Personnel & Research Service, 224 Porter Building, Kansas City 2, Mo.

WHO MAKES THIS?



See page 129



Local BUY Makes Good for Sponsors on 293 Stations – How About You?

The usual story is that of "local boy making good in big city." Here's a man—a famed news commentator—who reverses the process. His program originates in a big city (Washington, news capital of the world) and has been making good in 293 cities and towns, large and small, for *his local sponsors.*

Fulton Lewis Jr.'s program is the original "co-op"—a network show carried locally by Mutual stations and sponsored by (or available for sponsorship by) local advertisers—at low pro-rated talent cost and low local time cost.

These local merchants favor the idea of reaching a ready-made, loyal audience with money to spend. Perhaps you have (or are) a client with a limited budget and want to make the most of it. Check your local Mutual station; see if it *isn't* one of the 293 MBS stations upon which Fulton Lewis Jr. is already sponsored. Or get in touch with the **Co-operative Program Department, Mutual Broadcasting System,** 1440 Broadway, NYC 18 (Tribune Tower, Chicago 11).



A Corner on Surveys— national and local. If the farm market in this country enters your selling plans, or if the cities of Chicago, Detroit, Miami or New Orleans figure in your sales potential, perhaps these publications will contain market information of practical value:

THE FARM MARKET: What does the farm market in each of the 48 states mean to you?—The *Farm Journal* has prepared a series of individual pamphlets on the farm market of each state — analyzing, county-by-county, number of farms, farms reporting electricity, number of farm automotive units, cash farm income, total retail potential. There's space, too, for inserting your own sales quota for each of these territories. For the entire series of 48, or any one of the separate state reports, address the *Farm Journal,* Philadelphia.

CHICAGO: Population of Chicago and the 225 suburbs which lie within a 40-mile radius of the Loop is well over four-and-a-half million. There are about 1,285,784 dwelling units (at an average rental of $42.34) housing 1,378,618 families. These and other estimates are contained in "Population Characteristics of Metropolitan Chicago, 1947." Published by *The Chicago Tribune,* Chicago, Ill.

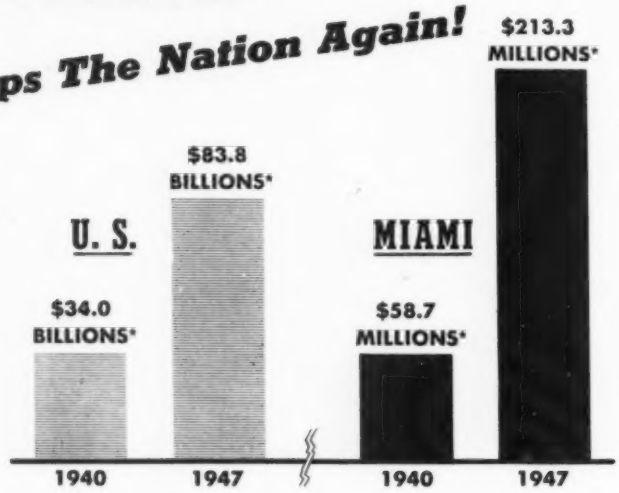
DETROIT: How many families are there per square mile in the greater Detroit area? How many families own their homes? Where do they do most of their shopping? How many families have automobiles, refrigerators, cooking ranges, radios? In question-an-answer form, *The Detroit News* has issued its latest survey of the Detroit market. Figures take into consideration shifts in factors during the post-war period. Statistics include facts usually sought by advertisers and agencies. Copies are available from the newspaper.

MIAMI: Miami, Florida, is celebrating its golden anniversary with the publication of a booklet on metropolitan Miami's "Fifty Years of Progress." Lavish illustrations and cheerful maps depict the present advantages and future potentials. Surprising fact is Miami's expansion into year-round industries to such an extent that its prosperity no longer depends upon tourist trade alone. During 1946 more than 130,000 people found employment in the city's industries and trades, swelling payrolls to more than $250 millon. For a copy of the report, write to the city's Public Relations Committee. Prof. O. P. Hart, Assistant City Manager, Chairman.

NEW ORLEANS: The progressive industrial picture of New Orleans, "the Nation's number-two port," is outlined graphically in a pamphlet called "Greater New Orleans on a Silver Platter." The facts stress the city's strategic geographic location as the transportation link to national and international markets, as well as the city's own growing population and buying power. Wholesale trade of the area amounted to nearly half a billion dollars in 1939. The New Orleans Association of Commerce, or Greater New Orleans, Inc., will send copies on request.

MIAMI

Tops The Nation Again!



BANK DEBITS UP 263% SINCE 1940; EXCEEDING U. S. GAIN BY 117%

The rise in bank debits forms another exciting chapter in Miami's story of steady expansion and year-round business activity. While the nation's bank debits rose 146% from 1940 to 1947, Miami's increased more than 3 ½ times.

Bank debits, construction, population . . . when it comes to choosing markets you'll find Miami measures high on *any* yardstick. And, best of all, you get solid coverage of this alert market with just one paper -- The Miami Herald -- first in Florida in circulation and influence, and year in year out among the top dozen newspapers of the nation in total advertising linage.

*MONTHLY AVERAGES. SOURCE: FEDERAL RESERVE BOARD

The Miami Herald

JOHN S. KNIGHT, PUBLISHER ★ STORY, BROOKS & FINLEY, NAT'L. REPS.

A Success Story



Advertising Agency: Campbell-Ewald

in the old tradition...

HOW FOULDS ESTABLISHED THIN SPAGHETTI
IN EIGHT KEY MARKETS . . .
USING BOOTH MICHIGAN NEWSPAPERS

Foulds Milling Division of Grocery Store Products Company had a problem: How best to introduce and establish their new Thin Spaghetti in the eight big Michigan markets outside the Detroit trading area.

Although their Elbo Macaroni had been established in this area for many years, Foulds had never sold Thin Spaghetti in Michigan before.

The solution: a three-dimensional campaign spearheaded by a 13-week *newspaper advertising campaign in all eight Booth Michigan Newspapers!*

As a result, FOULDS RECEIVED ORDERS FOR 50% MORE THIN SPAGHETTI THAN THEY HAD EVEN ANTICIPATED!

It's a story in the old tradition of Booth Michigan Newspapers. New products, new services are introduced quickly and profitably through Booth papers, because they bring profitable results!

Booth's combined circulation is 377,598. Booth papers go right into 7 out of 10 homes in the market.

For specific information on Booth Michigan Markets, call or write:

The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11
Dan A. Carroll, 110 East 42nd Street, New York City 17

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS
JACKSON CITIZEN PATRIOT · MUSKEGON CHRONICLE · BAY CITY TIMES · ANN ARBOR NEWS

+Cleartype+
MAPS
for all kinds of
SALES PLANNING

A wide variety of detailed yet easy-to-read *Cleartype* marketing maps are now available to assist you in outlining territories, laying out sales routes, spotting dealer locations and in other phases of sales planning.

Printing Mounting
BLACK AND WHITE
or
COLOR PRINT MAPS

Write for our price list

AMERICAN MAP CO., INC.
16 East 42nd St., New York 17
Mu. 2-7581

Looking for New Ideas in Advertising Specialties?



for MASS DISTRIBUTION at LOW COST

Send for New 1948 Catalog

For sensational sales stimulators, good will builders, and premiums, use Fabrik-ad plastic Caps, Covers, Aprons, Bibs, etc.! Beautifully imprinted with your "ad", slogan or trade mark by a special process in lasting colors. Great for such products as oil and gas, beverages, foods, automotive products, paints, etc. Surprisingly low in cost!

We also manufacture imprinted specialties in duck, fabric, felt and cloth. Write for Fabriko's 1948 catalog — it's full of ideas for advertisers.

FABRIKO INC.
50 S. Hill St., Green Lake, Wis.

Soap Opera Piped with Shampoos Has Boston in a Lather



Dormitzer Electric & Mfg. Co. has created something of a furor in the beauty shop trade with a new product called the "Beautiset", a gadget which enables women to enjoy a favorite radio program while their hair dries.

BY BERNARD G. PRIESTLEY

Those hair dryer blues Milady suffers in the beauty salon may soon become a thing of the past, judging from the reception given an ingenious new product for preventing them.

Put on the market from coast to coast by Dormitzer Electric & Manufacturing Co., Boston, maker of the Li'l Abner radar modulator widely used in the North Pacific during World War II, the new product helps Milady to counteract the nerve-racking whirr of the motor while her hair is being dried: She listens to a choice of several radio programs or to "piped" music.

Milady gets her program through a featherweight receiving set which resembles a doctor's stethoscope. Called the "Beautiset," it weighs only two ounces. It does not disturb the coiffure arrangement or interfere with the efficiency of the dryer. When Milady puts it to her ears, dryer noise, static, or any other interferences are shut out.

The headset is plugged into a small selector unit beside the dryer, and the selector is connected with an inexpensive but efficient radio distribution system. The name of the whole outfit is the Dormitzer Music Distribution System.

That this system is destined for nation-wide popularity in beauty parlors large and small is indicated by thorough tests made in the beauty salons of William Filene's Sons Co., Boston, before any attempt to launch them on the market.

Going back a bit, George Hawley,



WHY IS HARDWARE AGE FIRST WITH LEADING HARDWARE DEALERS?

Among the nation's 34,000 retail hardware stores, 11,000 leaders do 72% of the $2,000,000,000 business.

These also are the stores which subscribe most heavily to *Hardware Age*. Why? To maintain their leadership, they find it's *Hardware Age* that best gives them the important news they need of products, trends and selling aids.

Every other Thursday, 21,000 of *Hardware Age's* 33,500 copies go to dealers. Each of these copies is seen by an average of 4.6 readers. Thus *Hardware Age* provides an audience of 96,600 among retail store personnel alone.

Hardware Age has won this tremendous audience because no other information service offers hardware men so much so often. That's why *Hardware Age* is first with leading dealers and first with the advertisers who supply them.

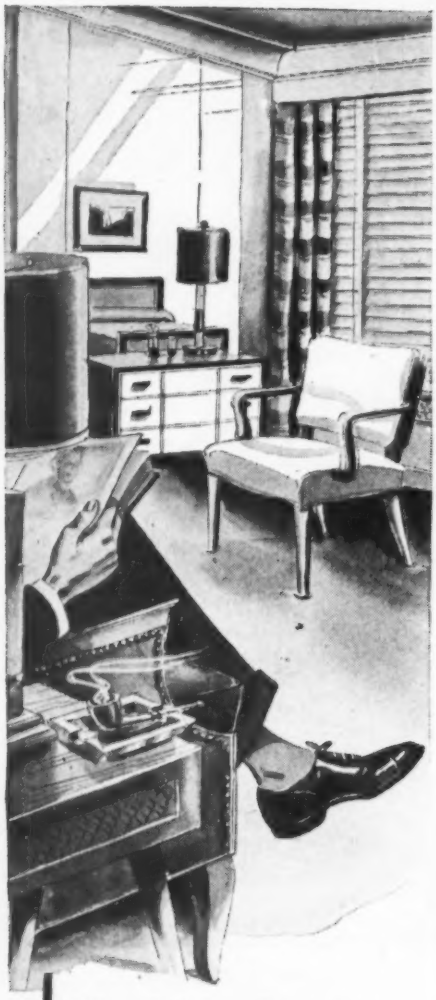


HARDWARE AGE

A Chilton Publication — *Charter Member* ABC

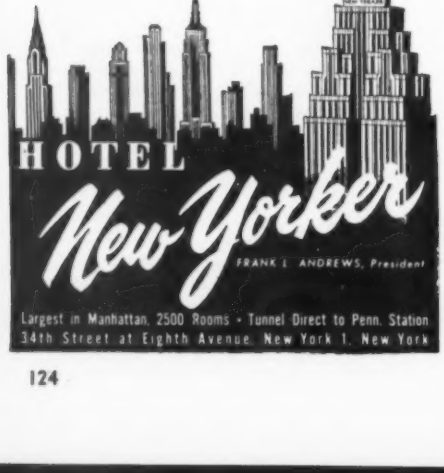
100 EAST 42nd STREET • NEW YORK 17, N. Y.

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET



Nothing beats the *Comfort* at The New Yorker

New Yorker rooms are the comfortable kind—good to come back to at the end of a day. Softly restful in decor, with venetian blinds, drapes, and smart furnishings to add to their cheer, each room features a 4-station radio and "Protecto-Ray" bathroom with *both* tub and shower. 12 floors have just been newly decorated—the balance of our 2500 rooms will be refurnished soon.



a Dormitzer sales engineer, one day was working on a "piped" music system for a veterans' hospital when he conceived the idea of applying a similar system to hair drying chairs in beauty parlors. He presented the plan to Henry Dormitzer, president of the company, "Marvelous!" exclaimed Mr. Dormitzer. "We'll start working on it at once."

That was *something* for Mr. Dormitzer to say, because in addition to creating the Li'l Abner radar modulator, since 1940 he and his staff have designed and installed the radio reception system used on the New York Central Lines; the electronics systems for Logan International Airport, Boston, and other air centers; the radio communication equipment used by Bradford Washburn, famous explorer, on his Mt. McKinley climb, and other electronics hookups. Mr. Dormitzer has also lectured on electronics at Harvard University and Massachusetts Institute of Technology.

Since the company has its own metal shop, machine shop, research laboratory, and production facilities for creating and manufacturing electronics equipment, it was a simple operation to produce the music distribution system for beauty parlors—a matter of only a few weeks.

Try-out at Filene's

But Mr. Dormitzer didn't order full speed ahead. He and Mr. Hawley went to Filene's to try the idea on some of its top executives. It wasn't a "cold canvass," however, for the Dormitzer company had installed most of the store's radio hookup equipment, inter-office communication systems, and other sound devices.

Filene executives not only enthusiastically received the idea, but urged that it be tried out first in their store. What's more, they evidenced confidence in the idea by *ordering* a 42-Beautiset system.

Mr. Dormitzer went back to the factory to get work on the 42-unit system started that very day. Relatively soon it was installed in the Crystal Salon, the more expensive of the store's two beauty parlors, and one of the largest salons in the country.

On the first day the system won approval from patrons. Every Beautiset was in use practically every minute the dryers were in operation. Patrons invariably came out of the dryer chairs smiling, instead of fagged and sullen.

As a double-check, however, Mr. Dormitzer sent a woman survey expert into the salon for a permanent wave. She talked with at least 20 women using the Beautisets while their hair was being dried. They were unanimous in praise of the system. "Why didn't someone think of this before!" was the common exclamation.

In a few days business in the Crystal Salon had substantially increased. Forenoon patronage in particular was stimulated. Some women stated frankly that they had rarely gone to a hairdresser in the morning because they did not want to miss their favorite "soap operas."

Mr. Dormitzer and C. C. Rendell, sales co-ordinator of the company, came to the conclusion that, although the outlook for an extensive demand for systems of this kind was most inviting, further sounding out would be good business. Letters were sent to a few hundred of the largest beauty salons throughout the country, telling them about the Filene installation and how successful it was. What did they think of the idea?

Encouraging Responses

The responses, coming from 19 states, showed tremendous interest. One Middle Western department store executive wanted to order a 25-unit system for installation almost overnight. The president of a Chicago store wrote that he was going to Boston at the first opportunity to see the Filene system in operation. A number of executives stated that their beauty salons were leased, but that they were immediately going to inform lessees about the systems.

A display of the chief units in the system was placed in the New England Beauty Show in Boston. It proved to be an outstanding feature and produced hundreds of inquiries. Smaller beauty parlor proprietors were as interested as were the bigger ones. They asked if the idea could be worked out for a system having only a few headset and selector units. The answer was "Yes," because a system may have as few as two or as many as 200 Beautisets.

M. Louis, New York City, reputed to be one of the foremost hair stylists in the country, studied the system and took time to describe it in detail to 250 hair style leaders from many parts of the country, in attendance at his clinic.

Meanwhile, Filene's, impressed with results from the first system, ordered an 8-unit system installed in its less expensive beauty parlor, the Beauty Balcony. Now patrons of that parlor invariably seek chairs hooked up with the Dormitzer system. During rush hours they were as hard to get as World Series tickets.

This evidence was sufficient for



...here's a gold mine of reliable information about

NEW AUTOMOBILE SALES

- *in Pennsylvania*
- *in Allegheny County*
- *in Pittsburgh*
- *in city wards, townships and boroughs*
- *by make of car*
- *by manufacturer*

Manufacturers, dealers and advertisers of automobiles, automotive equipment and accessories will find dozens of uses for data in this new reference book compiled by The Pittsburgh Press. All figures are taken from motor vehicle registrations of the Pennsylvania Department of Revenue. In accuracy and usefulness, the book ranks with The Press Market Data Book, The Press Analysis of Pennsylvania Liquor Sales, and Press studies based on the Pittsburgh Consumer Panel.

One fact this study will show you is that new automobile sales in Allegheny County equal the combined sales of the other 17 Pennsylvania counties in the Pittsburgh market area*. The Press—which last year carried 41.6% of the automotive linage in the three Pittsburgh papers—has more circulation by far in the rich Allegheny County market, daily and Sunday, than any other paper.

Press representatives have the study, "1947 New Passenger and Commercial Car Sales in Allegheny County," now and will gladly show it to you. If you would like to see it—or reliable, useful data about *your* kind of business in the Pittsburgh market—call your nearest Press or Scripps-Howard representative.

**2 Ohio and 3 West Virginia counties which Sales Management includes in its definition of the Pittsburgh market are not covered by this study.*

Represented by the National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

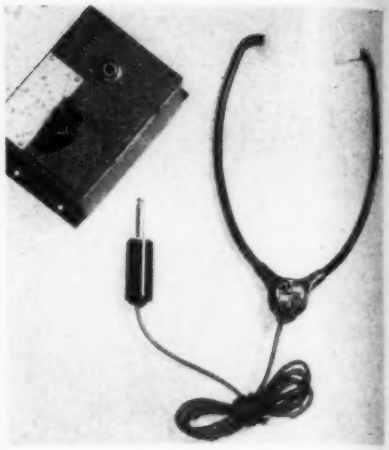
No. 1 for MARKET FACTS, too

Mr. Dormitzer. He asked Sales Coordinator Rendell to formulate plans for extensive marketing of the systems at once. At the same time a sizable share of the company's production equipment was focused on the production of the systems.

Selling efforts did not really get going until about January 10 of this year, a month after the first Filene installation.

Negotiations are now in final stages for the installation of more than 20 large systems in big stores in various parts of the country. Several Boston and New England stores are in the group, as are establishments in New York City, Philadelphia, and Chicago. Likewise, negotiations are underway to supply systems to two huge chain operators of beauty parlors.

Mr. Rendell became so busy with marketing plans for the systems that President Dormitzer asked him to give his full time to the work. He already has studied prospects of selling smaller systems through jobbers to small hairdressing establishments throughout the country. The systems, he states, can be installed by any good radio technician.



STETHESCOPE? No! it's a "Beautiset", (right) headset of the Dormitzer music distribution system. Weighs only two ounces and has a volume control. Fingertip-control selector (left) is another essential part.

Plans are being made for demonstrating one of the systems at the International Beauty Show in Grand Central Palace, New York City, April 5 to 8.

Newsome & Co., Inc., Boston public relations firm, has been engaged to conduct an extensive publicity campaign on the systems. The first "shot" was a release over the United Press wires—a human interest story for women, playing up the preventive of hair dryer blues.

Other newspaper releases are to follow, as are articles to beauty parlor business magazines and women's publications. Radio broadcasts are on the way—have already started locally. A national advertising campaign is being mapped out.

Can production keep up with the anticipated demand? Already, says Mr. Dormitzer, it is geared to a level of close to 50,000 Beautisets and selectors a year.

Announcing...

NEW MODEL 63LM

•

Underwriters' Laboratories Listed

•

Push-pull Miniature Tube Amplifier

•

New Low Price

$225.00



MOVIE-MITE

16mm Projector with DUAL SPEED for Sound or Silent Films

•

Write for complete details. See your industrial film producer for demonstration.

•

Entire projector weighs only 26 pounds . . . complete with speaker, in one case only, 8x11½x15½ inches in size. Exceptionally well machined . . . rugged . . . produces beautiful, sharp and steady picture with unbelievable sound movement and quality for both voice and music reproduction.

Being used for audiences up to 100 people, on screens up to 72 inches, in darkened rooms. Reel capacity 2000 ft. Universal A.C. or D.C. 105-120 Volt operation.

Commercial model has small screen for desk top showing . . . same new low price.

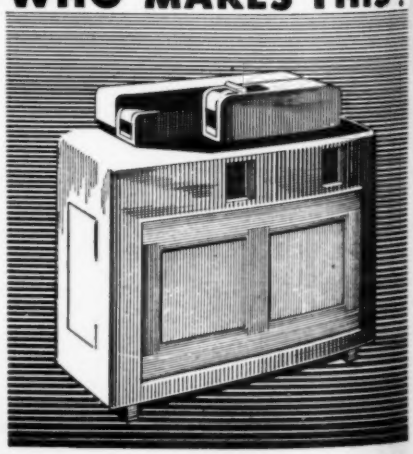
"KEEP YOUR EYES AND EARS ON MOVIE-MITE"

MOVIE-MITE CORPORATION

©1945 1105 EAST 15th ST. KANSAS CITY 6, MISSOURI

Advertisement

WHO MAKES THIS?



See page 129

For The **STEADY** Ring of Prosperity



SELECT THIS

Diversified

INCOME MARKET

AGRICULTURE • LIVESTOCK • OIL • TOURISTS • MANUFACTURING
COAL • METAL MINING • FOOD PROCESSING • TRANSPORTATION

- In the choice of markets, as in the selection of securities, diversity of income is essential to stability of returns.
- The ideal market is one in which people with highly diversified incomes can be reached through one dominant medium ...with the savings inherent in the concentration of advertising. You'll find that kind of a market through THE DENVER POST.

Editor and Publisher, PALMER HOYT
Represented Nationally by MOLONEY, REGAN & SCHMITT, Inc.

THE DENVER POST
The Voice of the Rocky Mountain Empire



Paterson's Per Family Sales Are Higher than Per Family Income in 47 States

Out of a net per family income of $6530, Paterson families spend $4959 in retail sales—more than the average per family income in 47 states . . . $1307 more than the U.S.A. family income average . . . more, in fact, than family income in 144 of the 201 leading cities listed in Sales Management's Survey of Buying Power.

Paterson's retail sales have climbed 176% in ten years. Do your sales in Paterson match that record? Does your advertising schedule take note of it? You can't sell Paterson without the Evening News — a daily reading must in 60% of the homes.

The Paterson Evening News

Northern New Jersey's Greater Newspaper

PATERSON, N. J.

National representatives
STORY, BROOKS & FINLEY, INC.

CORK BULLETIN BOARDS

Genuine tan cork mounted on firm backing. Selected, varnished oak frames. Size: 24"x36". Write for other sizes. **7.85**

Sorry, No C.O.D.'s. If rated, shipped on open account.

GARFIELD'S 15 W. 37th St., N. Y. 18 LO 4-1800

Transparent Plastic Presentation Books, Folders, Envelopes, Holders, Covers, Cases
Ask Your Stationer for our Catalog

V.P.D. VISIBLE PROTECTIVE DISPLAY

JOSHUA MEIER CO., Inc.
P.O. Box 242 Cooper Station, New York 3, N.Y.

Ideas...

you may have missed

For the convenience of readers here is a brief check list of worth-while booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

1101. If you're interested in farmers—and who shouldn't be at a time when they are the Nation's most prosperous citizens—get study number 4 of the Advertising Research Foundation, this one dealing with the readers of *Wallace's Farmer* and *Iowa Homestead.*

1102. "Los Angeles—City Without Limits" is the title of a comprehensive study made by the Los Angeles *Times* giving population trends, sales analyses, buying habits, routes, etc. of America's third largest market.

1103. Even though you may not be *directly* in the building market, there's a strong possibility that you and your salesmen could use Dodge reports. The folder "Direct To the Market" shows how you can make your sales presentation at the right time to tap the dollars created by new construction.

1104. How *big* is the veterans' market? A Daniel Starch survey made for *Foreign Service,* organ of the Veterans of Foreign Wars, gives some good answers.

1105. The Nation has been having more babies than at any other time in our national history. A new survey by *Parents' Magazine* called "Feeding Your Family" has some interesting facts and selling hints.

1106. One reason the baby market has increased is because there are so many more young married couples. They are described in an Elmo Roper survey made for *Good Housekeeping* called "Young Women and Magazines."

1107. Everyone knows that Wisconsin is America's dairyland; facts on how to select and sell America's greatest dairy farmers are to be found in a Census Bureau analysis put out by the *Wisconsin Agriculturist & Farmer.*

1108. Another Census Bureau appraisal of farmers in the entire Mid-west area is the booklet "Where Mass Is Class," sponsored by the Midwest Farm Paper Unit.

1109. Study number 11 of the continuing study of transportation advertising, conducted by the Advertising Research Foundation, is now available. This one covers the Boston area.

WHO MAKES THIS?



Is the quality of your product reflected in the quality of your identification?



American Name Plates make your identity attractive and permanent throughout the life of your product. Every manufacturer of good merchandise is proud of what he makes and recognizes the advertising value of maintaining identity beyond the sale. Where can this be done to better advantage than integrally with the product?

To make the most of identification is our business. This booklet may help you in developing the most valuable advertising space you can use. Send for it today.



AMERICAN NAME PLATE & MFG. CO.
4254 West Arthington, Chicago 24, Illinois

Gentlemen:

Please send us this booklet.

Name .....

Address .....

Town ..... State .....

WHEN LABELS ARE ALIVE EXTRA SALES THRIVE

Behind sales-stimulating Rossotti Cartons and Labels is much more than meets the eye. Every package entering the House of Rossotti for production receives the benefits of these *six plus values* that only *Rossotti* can offer.

1. The Rossotti Marketing Research and Copy Planning Board.

2. The Rossotti Prize-winning Package Design staff.

3. Expert Art and Direct Color Photographic Service.

4. "Live-color" reproduction by master craftsmen and modern equipment.

5. The price advantages of "combination-runs."

6. The assurance of quality and satisfaction that only 50 years of experience can offer.

Expert results depend upon expert treatment. Rossotti, an organization of packaging experts since 1898, is at your service. For golden sales opportunities in '48, consult your local Rossotti representative during this, our Golden Anniversary Year.



50 YEARS OF SERVICE

1898 Rossotti GOLDEN ANNIVERSARY 1948

Rossotti
SINCE 1898

ROSSOTTI LITHOGRAPHING CORPORATION · NORTH BERGEN, NEW JERSEY
ROSSOTTI WEST COAST LITHOGRAPHING CORP. · 5700 THIRD ST., SAN FRANCISCO 24, CAL.
SALES OFFICES: PHILADELPHIA · BOSTON · ROCHESTER · JACKSONVILLE · CHICAGO

How to Get Retailers to Tie in With National Advertising

BY JAMES C. CUMMING *Vice-President, John A. Cairns & Co., Inc.*

By following six simple rules, you can make it easy for your department stores to get behind your campaign with real enthusiasm. Your local advertising impact will be multiplied many times over by close attention to timing.

It is a recognized fact that the amount of advertising money the individual manufacturer puts behind his product can be multiplied several times by the value of the advertising he can get if the department stores through which he sells really push the product on their own account. One textile mill, for example, spends nearly $100,000 a year on its advertising, but gets an additional volume of newspaper advertising placed by retailers at their own expense to the tune of more than $500,000.

How can this kind of teamwork be developed? What sort of thinking should go into your own national advertising to get your retailers behind it with real enthusiasm? Here are six specific suggestions. Each will help your advertising to work overtime because it takes into consideration the problems of your retailers.

1. Plan your advertising so your retailers can tie in with it. If this sounds obvious, take the trouble some time to notice the number of national advertisements with which it would be difficult or impossible for the retailer to tie in. These are advertisements that merely display the manufacturer's name, or that emphasize the age or the history of the business. They don't offer a foothold for the store's own advertising.

To produce the kind of advertising retailers like to get behind, remember that retailers are always interested in promotional captions and themes that will dramatize your merchandise to their customers. Base your advertising on usable themes and you automatically present your retailers with a "hook" on which to hank their tie-ins.

The B. V. D. Corp., for example, built its advertising around such themes as "The Sportswear Round-Up" and, for Father's Day, "Papa knows B. V. D. Best." Both these ideas—and all the others in the B. V. D. series—were excellent for store tie-ins. Retailers were encouraged to change the Father's Day caption to include the name of the store instead of B. V. D. Stores were generous with their tie-ins—with this B. V. D. national advertising and, although the themes used were obviously "unselfish," B. V. D. men's wear received the lion's share of the newspaper space used by the retailers.

If, in addition to planning your advertising for its tie-in possibilities, you base your merchandising plans on their ability to develop store promotions, you'll be even more successful in getting retailers to give you newspaper advertising.

The Regent Co., for example, bases its merchandising plans on a series of promotional numbers in "Iwanta" boys' shirts, pajamas, and similar merchandise. These items are offered to their retailers, complete with a selling plan that includes national advertising. Each of the advertisements is captioned with a usable headline that affords the store a logical foothold for its tie-in, and also includes the names of the stores that are featuring the merchandise.

MERCHANDISING TIME CHART

Dept. No.	DEPARTMENTS	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
11	Silks, Velvets, & Synthetics	8.0	11.2	9.0	9.7	7.3	5.0	6.3	8.7	9.4	9.0	8.9	7.5
12	Woolen Dress Goods	10.0	14.0	6.2	2.9	1.5	2.0	8.1	15.0	14.3	10.9	7.9	7.2
13	Wash Goods and Linings	7.5	9.9	9.5	12.9	12.1	8.1	6.5	6.7	6.5	6.4	7.0	6.9
14	Linens (Household)	5.5	5.7	5.7	7.1	6.8	6.5	8.1	8.0	7.9	9.6	18.0	11.1
15	Domestics, Muslins, Sheetings, etc.	6.0	6.2	5.9	8.4	7.4	7.4	9.5	9.4	7.8	6.6	8.5	16.9
16	Patterns	8.7	12.0	9.4	10.3	9.2	5.8	6.3	8.5	8.6	7.6	6.1	7.5
18	Blankets and Comfortables	4.7	4.4	4.6	7.0	6.2	5.8	9.1	12.0	11.4	10.5	14.1	10.2
21	Laces, Trimmings & Embroideries	6.5	9.9	11.6	12.3	10.0	5.9	5.2	6.8	7.9	8.3	10.5	5.1
22	Ribbons	5.8	9.5	12.0	10.8	9.4	5.3	5.4	7.4	7.7	7.6	14.8	4.3
23	Notions	6.4	7.8	8.3	9.6	9.2	6.7	6.7	8.3	8.4	8.4	13.5	6.7
24	Toilet Articles & Drug Sundries	6.4	6.5	6.5	7.0	6.8	6.1	6.4	7.3	7.1	8.0	25.4	6.5
25-S	Silverware	5.2	5.6	5.4	6.8	10.0	6.2	5.9	12.5	7.9	9.7	19.3	5.5
25-J	Jewelry	4.6	5.7	5.9	6.3	5.8	3.6	4.8	8.1	9.8	11.4	29.2	4.8
26	Umbrellas and Canes	5.3	6.3	9.2	6.6	8.7	5.0	6.7	8.3	8.3	7.2	25.7	2.7
27	Art Needlework and Art Goods	9.5	8.6	5.8	5.2	4.8	5.3	6.9	8.9	10.7	11.4	11.7	11.2
28	Books & Stat. (28-B & 28-S)	6.2	5.8	5.4	5.8	5.4	4.2	5.2	6.5	6.7	10.9	31.7	6.2
28-B	Books and Magazines	6.9	7.0	5.9	5.4	5.4	5.0	5.6	6.5	7.3	9.8	27.8	7.4
28-S	Stationery	5.9	5.2	5.0	5.7	5.4	3.8	4.7	6.3	6.3	12.6	33.9	5.2
31	Neckwear and Scarfs	6.3	9.9	10.8	8.2	6.6	4.3	4.9	7.9	8.3	8.8	18.5	5.5
33	Handkerchiefs	4.9	5.0	5.9	6.2	5.2	3.8	5.2	5.6	5.7	9.6	38.4	4.5
34	Millinery	5.5	12.6	12.2	8.5	7.5	3.7	6.7	14.3	10.7	7.8	6.4	4.1
35	Women's and Children's Gloves	5.0	9.0	11.4	6.4	4.3	2.2	3.3	9.0	10.5	11.2	22.2	5.5
36	Corsets and Brassieres	6.5	8.9	9.0	9.8	9.2	6.3	6.7	8.9	9.2	8.2	9.4	7.9
37	Hosiery (37-C & 37-W)	6.2	7.8	8.4	8.8	7.6	6.0	6.4	8.4	8.5	8.8	17.5	5.6
37-C	Children's Hosiery	4.8	7.3	9.4	9.0	8.0	5.9	6.3	9.6	8.9	9.0	15.8	6.0
37-W	Women's Hosiery	6.4	7.8	8.2	8.6	7.9	5.9	6.4	8.3	8.5	8.6	17.6	5.8
38	Knit Underwear (all materials)	5.0	5.6	6.0	8.0	7.8	6.3	6.1	6.8	9.0	11.2	19.8	8.4
39	Silk & Muslin Underwear & Slips	4.8	6.1	6.8	8.9	8.2	6.3	6.0	6.0	6.2	8.5	26.6	5.6
42	Negligees and Robes	3.6	4.4	4.6	6.5	6.2	5.2	4.8	5.4	6.5	10.4	37.6	4.8
43	Infants' Wear	5.4	8.0	7.9	7.3	6.1	5.2	6.7	9.7	10.9	10.2	16.9	5.7
46	Small Leather Goods	4.6	8.6	9.6	8.8	8.4	4.5	5.3	9.0	8.2	8.2	21.3	3.5
47	Shoes (47-C & 47-W)	5.7	9.8	10.2	9.8	8.7	5.8	6.3	10.7	9.0	7.6	11.2	5.2
47-C	Children's Shoes	4.5	9.0	11.2	9.0	7.8	5.0	7.7	12.2	8.9	7.7	12.6	4.4
47-W	Women's Shoes	5.8	10.4	10.0	10.2	8.6	5.4	6.3	10.8	9.2	7.6	10.3	5.4
51	Coats & Suits (51-J & 51-W)	7.1	14.5	10.5	4.7	2.4	2.3	7.7	10.3	14.1	11.2	7.9	7.3
51-J	Junior Miss Coats and Suits	7.0	15.2	9.4	3.6	2.0	2.1	9.8	11.2	13.8	11.3	8.4	6.2
51-W	Wom's. & Miss'. Coats & Suits	7.2	14.1	10.2	4.7	2.4	2.4	7.8	10.4	14.0	11.4	7.9	7.5
53	Dresses (53-I, 53-J; and 53-W)	5.5	8.8	9.4	11.0	10.3	5.8	6.7	9.5	9.2	8.3	9.8	5.7
53-I	Inexpensive Dresses	5.5	8.8	9.4	11.2	10.8	6.1	6.1	8.9	8.9	8.1	10.2	6.0
53-J	Junior Miss Dresses	5.3	9.0	9.5	10.4	9.8	5.4	8.0	10.3	8.5	8.0	10.8	5.0

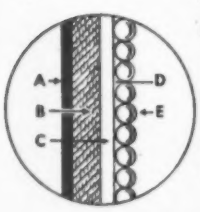
Your national advertising will get a warmer reception from retailers if it coincides with the monthly peaks in retail sales by departments. This table is continued on page 132.



SCREENS

Pictures projected on Da-Lite Crystal-Beaded Screens are *three times* as bright as on walls, sheets or plain white screens . . . This finer picture surface is the result of Da-Lite's 39 years of leadership in screen manufacture . . . Available in 41 models and sizes including the Challenger shown above. (America's favorite tripod screen. Octagon case, lightest weight and many other exclusive features.) . . . *Public demand has quadrupled Da-Lite production, permitting prices lower than 10 years ago.*

Why Da-Lite Crystal-Beaded Screens Show Brighter Pictures



A. Three opaque coatings.
B. Non-cracking, non-sagging fabric of highest tensile strength.
C. Multi-layer Pyroxylin facing.
D. Coating fuses beads to Pyroxylin.
E. Da-Lite Crystal Beads—for maximum brightness.



Write for NEW, FREE 16-Page "Miniature Catalog"!

WORLD'S LARGEST SELLING SCREENS SINCE 1909

DA-LITE SCREEN CO., INC. (SA)
2705 N. Pulaski Rd., Chicago 39, Illinois
Please send me your new 16-page booklet on Da-Lite Screen models, prices, size charts and projection data.

Name.....

Firm Name.....

Street.....

City.....*Zone*.....*State*...

MERCHANDISING TIME CHART

(Continued from page 131)

53-W—Women's and Misses' Dresses	5.8	9.3	9.3	10.5	8.9	5.2	6.5	10.1	10.3	8.7	9.2	6.2
54—Blouses, Sp'tsw'r (54-B & 54-S)	5.4	8.3	7.7	8.2	9.9	7.3	6.8	10.3	9.1	7.5	13.3	6.2
54-B—Blouses and Skirts	6.7	12.7	11.2	7.2	5.7	4.2	5.9	11.2	9.9	7.7	11.4	6.2
54-S—Sportswear, Knit Apparel, etc.	5.2	7.0	6.8	8.9	12.0	8.3	7.2	9.6	8.4	7.1	13.0	6.5
55—Girls' Wear	4.4	9.6	8.6	7.0	6.2	3.8	7.5	10.8	10.3	10.5	16.8	4.5
57—Aprons, House Dresses, & Uniforms	5.9	7.7	8.5	13.4	12.0	8.3	6.7	6.3	6.0	6.1	12.0	7.1
59—Furs	6.1	4.5	2.6	1.4	0.9	4.9	15.4	10.0	12.9	14.9	13.8	12.6
61—Men's Clothing	5.2	7.6	8.3	8.6	8.9	5.5	5.0	9.0	11.3	10.5	12.7	7.4
62—Men's Furnishings	4.2	4.8	5.8	6.9	9.2	5.7	5.1	5.9	6.7	9.3	31.3	5.1
65—Men's Hats and Caps	4.8	8.0	10.4	9.3	7.5	3.7	3.6	10.9	11.3	10.2	14.9	5.4
66—Boys' Wear	4.0	8.0	9.6	7.8	6.8	3.8	5.4	10.2	10.8	10.5	18.5	4.4
67—Men's and Boys' Shoes	5.0	6.8	8.0	8.9	8.8	5.7	5.5	9.5	8.5	8.3	18.8	6.2
71—Furn., Beds, Mattresses, & Springs	8.3	6.7	7.1	9.1	7.3	7.2	11.4	8.7	9.0	8.3	9.8	7.1
72—Oriental Rugs	8.8	6.7	7.7	8.0	5.6	4.9	7.0	11.0	12.0	9.6	9.7	9.8
73—Domestic Floor Coverings	6.3	8.0	8.5	10.5	7.3	5.6	7.9	10.3	11.0	9.6	8.3	6.7
74—Draperies, Curtains and Upholstery	5.4	7.7	9.0	11.2	7.9	5.6	6.5	8.7	11.5	11.0	10.0	5.5
75—Lamps and Shades	6.3	6.5	6.5	6.9	5.7	4.2	6.0	8.6	10.6	11.6	21.1	6.0
76—China and Glassware	6.3	6.8	6.4	7.2	7.2	5.4	6.6	7.7	8.4	10.6	20.6	6.8
77—Appliances (77-R & 77-O)	5.8	9.2	10.2	11.5	10.0	8.9	7.9	8.5	7.8	6.4	7.8	6.0
77-R—Mechanical Refrigeration	5.2	10.8	13.0	15.2	14.0	10.9	7.5	6.1	4.5	3.7	4.3	4.8
77-O—Other Major Household Appl's.	6.3	8.2	7.7	7.8	6.5	6.8	8.3	11.6	10.7	9.3	10.4	6.4
78—Miscellaneous House Wares	6.2	7.5	7.8	9.3	7.5	6.2	7.2	8.8	9.1	8.9	15.2	6.3
79—Gift Shop	5.0	5.4	6.2	6.8	6.5	4.6	5.4	6.6	8.3	11.5	28.5	5.2
81—Pictures, Framing and Mirrors	6.4	6.8	6.4	6.9	6.4	5.1	6.7	8.4	10.1	11.5	18.7	6.4
84—Radios, Talking Machines & Records	6.3	6.1	5.3	4.9	4.7	4.8	6.6	10.7	9.8	10.8	23.3	6.7
91—Toys	1.6	2.1	2.6	2.4	2.6	2.5	2.3	2.2	3.0	13.5	63.8	1.4
92—Sporting Goods and Cameras	3.9	5.4	6.7	9.0	10.5	8.4	6.9	6.2	6.2	6.8	24.6	5.4
93—Luggage	4.1	4.6	4.9	8.8	11.1	9.5	9.3	7.0	4.6	6.6	25.0	4.5
94—Tires and Automobile Accessories	4.7	7.5	8.0	10.6	11.8	10.9	8.9	7.3	7.2	7.1	11.4	4.6
96—Candy	8.5	6.9	11.8	6.7	5.3	4.5	4.8	6.0	7.3	8.0	25.0	5.2
Total Main Store	6.0	8.0	8.0	8.2	7.4	5.5	7.0	8.8	9.2	9.3	16.1	6.5
110—Piece G'ds., Domestics, Blankets, etc.	6.4	7.7	7.0	8.5	7.3	6.6	7.9	9.7	9.6	9.4	11.2	8.7
120—Small Wares	5.2	7.8	8.7	7.0	7.1	5.0	5.2	7.2	7.4	9.7	24.4	5.3
130—Hosiery, etc. (130-H & 130-U)	5.9	7.5	7.9	9.2	8.4	6.5	6.7	7.6	8.1	9.2	16.8	6.2
130-H—Hosiery	6.8	8.5	8.5	8.7	7.7	6.3	6.8	8.3	8.2	9.1	15.1	6.0
130-U—Underwear and Corsets	5.5	7.0	7.4	9.3	8.9	6.8	6.6	7.0	7.7	9.2	18.2	6.4
134—Millinery	4.9	11.7	12.5	8.9	8.8	4.3	6.4	12.7	9.8	7.8	8.3	3.9
150-C—Jrs'., Miss'., Wom's. Coats & Suits	6.3	15.2	11.8	5.0	2.5	2.8	6.7	9.6	13.5	12.5	8.3	5.8
150-D—Jrs'., Misses' & Women's Dresses	5.7	8.3	9.2	11.9	11.7	7.2	6.6	7.8	7.4	7.6	11.0	5.6
154—Blouses, Skirts and Sportswear	5.2	8.0	7.9	7.8	9.6	7.2	6.3	10.0	8.9	8.3	14.7	6.1
155—Girls' and Infants' Wear	4.5	8.4	8.5	6.5	6.0	4.4	6.7	9.7	10.7	11.6	18.4	4.6
157—Aprons, House Dresses, & Uniforms	5.7	6.6	6.9	11.6	11.2	8.2	6.5	6.4	6.2	7.3	17.2	6.2
160—Men's and Boys' Wear	4.5	6.2	6.9	7.5	8.6	5.8	5.5	8.0	8.8	10.0	23.3	4.9
170—Home Furnishings	6.3	8.3	8.7	11.3	7.6	5.5	7.0	9.1	10.1	9.8	10.5	5.8
190—Shoes	5.2	8.6	9.8	10.3	9.8	6.1	6.6	9.9	8.3	7.6	12.6	5.2
Total Basement	5.5	8.4	8.6	8.8	8.1	5.9	6.6	8.8	9.2	9.3	14.6	6.2
TOTAL STORE	5.8	8.0	8.1	8.3	7.7	5.6	6.9	8.8	9.2	9.3	15.8	6.5

2. Spot your advertising seasonally to coincide with retail selling peaks. This logically follows if you build your national advertising on the firm foundation of a fundamental merchandising plan. Stores don't sell your merchandise in equal quantities each month in the year—but don't depend on your shipping records to determine the months in which they sell the most.



—when you use the same avenue of communication your customers do

The best way to find out is from the stores' own unit control records. The second best way is to consult the seasonal sales records prepared by the various Federal Reserve Banks and by the Controllers' Congress of the National Retail Dry Goods Association.

The tabulation above from N.R.D.G.A. shows, by departments, the percentage of the year's business that is done each month in the year. This table is based on 1940 figures for two reasons: (1) Later figures were warped by the war; (2) the figures for 1940 are more complete than for later years. It should prove a helpful guide since it changes very little from year to year, except during a war.

Retailers, you see, promote their peaks. When they have big figures to meet in the department that sells your merchandise, they go all-out to meet them. That means a big promotion, and it means a real opportunity for you. If you are there with the



In Pittsburgh you can

ROUTE your ADVERTISING *as you* ROUTE your SALESMEN

They belong together

LIKE A TRUCK AND TRAILER

Creating consumer demand is worthless without proper distribution. And vice versa! That's why it's important to advertise your merchandise where you distribute your merchandise—OUTSIDE as well as INSIDE Pittsburgh. You can route your advertising as you route your salesmen in Pittsburgh's Post-Gazette—the only newspaper that will work with your men in selling the million central city people—then travel beyond within a 50-mile radius to help sell the two million more who live in and around the neighboring 144 cities and towns of 1,000 to 70,000 population.

Concentrate in Pittsburgh's

POST-GAZETTE

BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

merchandise they need, backed with a timely national advertisement, chances are you'll get a record volume of good tie-in advertising from your retailers.

3. Send out reprints of your advertisements well in advance. We've never yet met a manufacturer who failed to recognize the importance of sending his retailers reprints a month or more ahead of the time his advertisement is going to appear. Why is it, then, that reprints of so many national advertisements go to retailers just when the magazine in which the advertisement appears goes on sale—and when it's too late for the retailer to plan a tie-in?

Probably this kind of bad timing has happened with you. And when it does happen you've indulged in a natural tendency to lay the blame on your advertising department, or on your agency. But let's be realistic about it. Did you really plan the advertisement far enough in advance to make it possible for your retailers to take full advantage of it?

Of course you scheduled it a long time ago. But did you delay its completion in order to include a later model that you had in your designing room? Or did you feel that it would be better to illustrate your new packages that weren't quite ready in time to meet the deadline, but that could be included by working on an "extension" from the magazine?

Both these reasons for delay, as well as a number of others you can name, are entirely valid. It certainly is important that your latest model be included, and there is every reason to show your newest packaging. It's likely, though, that because of these delays the plate will get to the publicaton just as the forms close, and there won't be time to run reprints in advance. Therefore they'll be printed when the plates come back from the magazine— and that's after the publication date, when they're no good to your retailers.

What's the answer? There is no absolute answer. We could preach till the cows come home about the importance of completing your planning sufficiently far in advance to allow your reprints to go out in ample time to inform your retailers. But there will be times when a competitive situation or a brand new idea will enter the picture to delay the completion of your plans.

Then you must make a choice. You must choose between including the last word in your advertisement, on the one hand, and getting reprints to your retailers in time, on the other.

If you expect whole-hearted, enthusiastic advertising support from your retailers, you must show them a month or more in advance what you are going to do in your own national advertising.

4. Give your retailers newspaper mats, counter cards, and mailing pieces. This is important, even if you want advertising support only from the larger stores such as L. Bamberger or Kaufmann's, which, as a rule, use no mats. They'll get information about your product from your mats and find in them a challenge to prepare a better advertisement.

Winning Combination



EARN GREATER PROFITS IN THE SOUTH'S GREATEST MARKET

●

A well-placed shot with the right follow-through scores in advertising as well as basketball.

TIMES PICAYUNE DAILY 162,824*
STATES DAILY 88,688*
SUNDAY 267,356*
*ABC PUBLISHERS STATEMENT, 6 MONTHS ENDING SEPT. 30, 1947.

The play starts with the dominant morning Times-Picayune that's a proved buying guide in 162,824 homes . . . scores a winning tally with the productive evening States that delivers your message to 88,688 (largely unduplicated) readers.

The winning combination of these two proved performers will earn greater profits for you in the South's greatest market.

THE TIMES PICAYUNE NEW ORLEANS STATES

Member A. N. A. Network Representatives: Jann & Kelley, Inc.



You can spread the prestige of your products in the magazine acknowledged the biggest success

Near Crisis at Oxford Paper Company by Tony Barlow.



AMONG the basic reasons which account for the consistently high quality of Oxford papers is the long, carefully developed skill of its makers.

In many cases, three generations of Oxford workers have made a family "tradition" of serving the same customers, both printers and distributors. Two generations of the same family at Oxford are far from unusual. Many veteran papermakers have spent their entire lives at Oxford.

This fine craftsmanship is in addition to Oxford's extensive manufacturing facilities—to convenient and plentiful stocks of pulpwood — to *complete* control of all the production processes from start to finish. Taken together, they account for Oxford's almost fifty years of serving the same and new customers, supplying the finest quality papers.

Oxford papers are handled by leading paper merchants in key cities, coast to coast. The merchants are ready to discuss your printing problems with you — to assist you in securing quality and uniformity in your printing jobs, whether gravure, offset or letterpress. Consult your Oxford Paper Merchant whenever you need quality printing papers or practical assistance in getting better on-the-press results.

Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Maineflex Enamel Offset, Maineflex C1S Litho, Mainefold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Super and Antique, Aquaset Offset and Duplex Label.

OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N.Y.

MILLS at Rumford, Maine and West Carrollton, Ohio — *WESTERN SALES OFFICE: 35 East Wacker Drive, Chicago 1, Ill.* — *DISTRIBUTORS in 48 Key Cities*

Remember that the objective is to get stores to tie in with your national advertising, and you'll realize that the ordinary set of dealer helps covering your line of merchandise won't do the trick. What your retailers want is a set of supporting promotional elements that repeat, at the local store level, the theme of your national advertising.

We'd like to emphasize that the mat should not be a virtual reprint of the national advertisement. It should be a retail advertisement—the kind the store might prepare for itself. The display card may be little more than the caption from your advertisement and the name of the product. The mailing piece calls for special planning. Probably you will want to organize this type of tie-in for only one or two of your national advertisements during the course of a year.

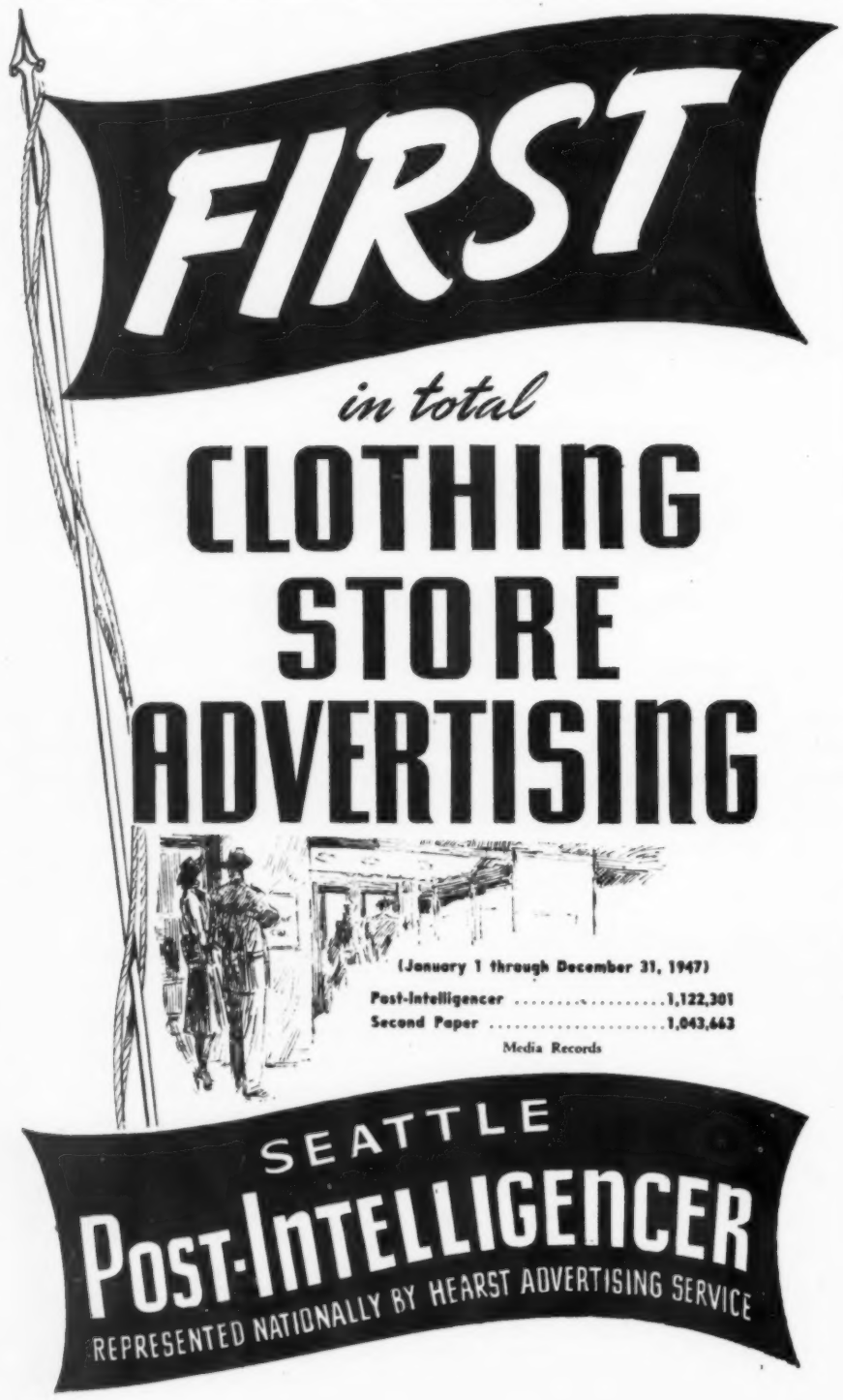
5. Be sure your merchandise is there on time. With many lines of merchandise in short supply, it often has been difficult, to follow through on promotions as you plan them. Regardless of how carefully you plan a national advertisement that's designed to sell goods in department stores, your plan will fall flat if the merchandise isn't there when customers come in to get it.

Therefore, unless you can be sure that you're going to be able to deliver the merchandise in ample time, make your national advertisement an institutional one, and don't look for support from your retailers.

6. Follow up with a request for a report on the promotion. Without any formal request, you'll probably hear from your retailers through two avenues after your national advertisement appears. First, the buyers will tell you how the promotion went over, and you can gauge its success by their reorders. Second, your clipping service will send you tear-sheets of many of the advertisements the stores publish in support of yours.

Your request should take the form of a letter which you send to the store about 10 days after the appearance of your national advertising. Ask for information about (1) the date the store staged its tie-in promotion; (2) in what newspapers the store's advertising appeared, and the size of the space; (3) whether your merchandise was featured in any of the stores' windows; (4) whether direct mail advertising was used; (5) the interior display of your merchandise and the use of your display card; (6) the quantity of your merchandise sold as a result of the promotion; (7) the buyer's own ideas for improving such promotions in the future. Ask, too, for a tear-sheet of the store's advertisement—just in case your clipping service missed it.

Follow a plan of this kind and you'll find that retailers will be enthusiastic about adding the force of their local advertising to your national insertions. It's good business for them to do so. You are reaching an appreciable number of their customers with your story about your product. They would like to direct to themselves the business that results in their trading areas. They'll spend good money to do it, if you meet them half way by making it easy for them to cooperate with you.





Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price $1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

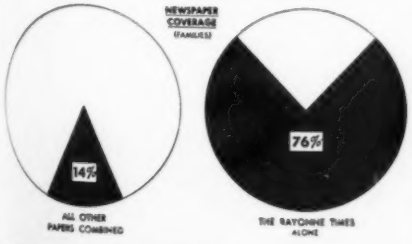
161—Why I Lost That Order. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

NEW JERSEY'S FOURTH LARGEST MARKET

Bayonne

CANNOT BE SOLD FROM THE OUTSIDE



These pie charts graphically show you why Bayonne *cannot be sold from the outside.* THE BAYONNE TIMES delivers the most concentrated coverage in New Jersey. It is a must for sustained campaigns and its close merchant — wholesaler — newspaper cooperative system makes it ideal for test campaigns . . . Send for a copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago



Steuben County is widely known for its lakes and is one of Indiana's most famous resort regions. All-year population is 13,740. The News-Sentinel is delivered to 91.2% more homes in Steuben County every weekday than are reached by Fort Wayne's morning paper.

★

The News-Sentinel is delivered to 97.8% of all homes in Fort Wayne every weekday.

★

THE NEWS-SENTINEL

FORT WAYNE, INDIANA

ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

New Books For Marketing Men

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If you think of public relations as an unnecessary adjunct to the advertising business you need to read this book. Author Baus, a recognized authority in the public relations field and a frequent contributor of public relations articles to national business magazines, has written his book with the end aim of better understanding of the necessary science of public relations on its highest level. Mr. Baus explains public relations, minutely, in its many phases and forms. He delves into publicity through pressure groups, community relations, etc.; makes his material do double-duty.

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Spotting locations of branch offices, jobbers, etc.

Planning salesmen's routes.

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Noting weak spots in the territory.

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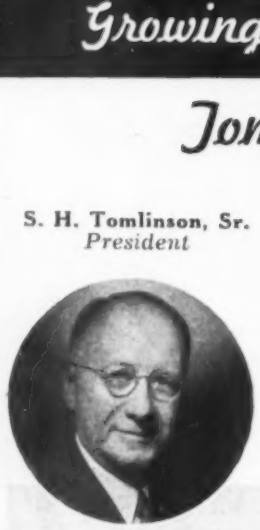
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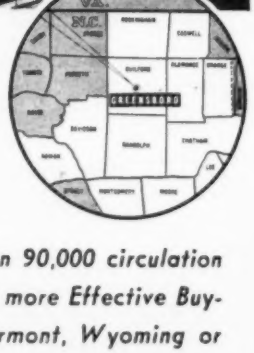
GREAT INDUSTRIES IN THE Growing GREENSBORO MARKET

Tomlinson . . . Foremost since 1900 among the national manufacturers of furniture, is the South's largest and one of the world's biggest quality furniture manufacturers. Known from coast to coast for American Informal living room, dining room and bedroom furniture, Tomlinson of High Point is just 19 miles from Greensboro and is an integral part of the Growing Greensboro Market.

S. H. Tomlinson, Sr.
President







With one-sixth of the people in the most populated of the South Atlantic States, and a concentration of one-fifth of North Carolina's total sales . . . the Greensboro 12 County A. B. C. Market is reached only through the News and Record with greater than 90,000 circulation and better than 60% coverage in a market with more Effective Buying Income than the total for the states of Vermont, Wyoming or Nevada.

Greensboro News and Record
GREENSBORO, N. C.
Represented by Jann & Kelley, Inc.



The fight is on for the same dollar. It's a healthy fight. Make it profitable. Use the 1st paper

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Additional Topics

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These Potent Participation Programs Can



HOUSEWIVES' PROTECTIVE LEAGUE

Lewis Martin's personal recommendations, backed by the endorsement of "The HPL Testers' Bureau," offer you one of radio's best sales-producers.

Deliver Your Advertising Message to



KATHERINE KERRY

Lively, women-wise commentaries and fast-paced interviews with important personalities have made Miss Kerry's by-line a buy-line to her large and loyal following.

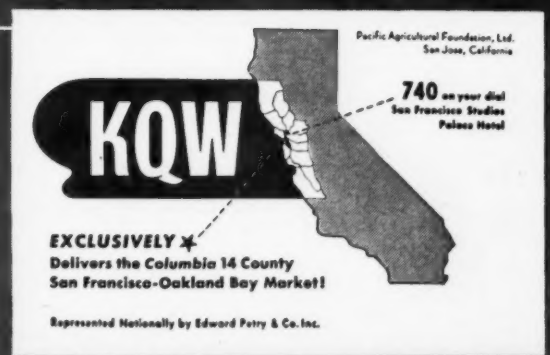
7 out of 10 Northern Californians, via



CURFEW CLUB

Disk Jockey Bob Goerner's colorful comments, guest-celebrities and weekly contests catch a peak late-evening audience with its sales resistance down.

the Columbia Station for the San Francisco Bay Area



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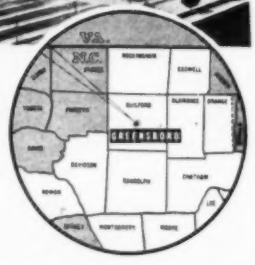
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KATHERINE KERRY

Lively, women-wise commentaries and fast-paced interviews with important personalities have made Miss Kerry's by-line a buy-line to her large and loyal following.

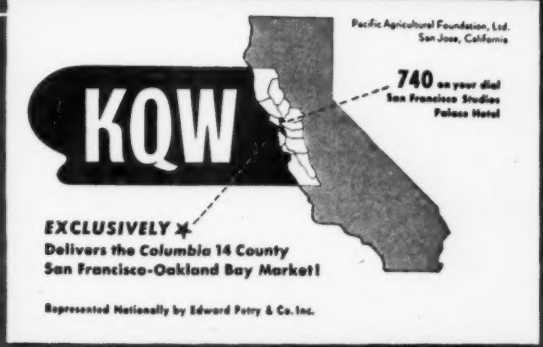
7 out of 10 Northern Californians, via



CURFEW CLUB

Disk Jockey Bob Goerner's colorful comments, guest-celebrities and weekly contests catch a peak late-evening audience with its sales resistance down.

the Columbia Station for the San Francisco Bay Area



Rather Wonderful,
WHEN YOU STOP TO THINK OF IT





Chicago Daily News Families Are Divided Into the Following Income Groups:

Over $7,499 . . . . . 10.8%
$5,000 to $7,499 . 13.9%
$3,000 to $4,999 . 39.6%
$2,000 to $2,999 . 23.3%
Below $2,000 . . . 12.4%

These figures were obtained by an independent survey, conducted exclusively among regular Daily News readers, representing a valid cross-section, house-to-house sampling.

WHEN a single home newspaper can bring an advertiser's message to the most IMPORTANT million consumers in a big city community — that's rather out of the ordinary, wouldn't you say?

The Chicago Daily News does it and to the advantage and profit of many an advertiser.

In the panel at the left you will find the family incomes of Daily News reader-friends. If you sold no other Chicago families except this Daily News group you would have a very substantial and enviable market for your products.

The total funds of these folks make a vast pool of spendable dollars. Their needs and desires act as a spur to constant and varied buying. Their expenditures add up to a tremendous sales volume annually.

Unusual? Indeed, yes, when an advertiser can talk to such a sales-potential through only *one* newspaper.

It's Chicago's HOME Newspaper . . . The Daily News

. . . The newspaper that has won the regard of Chicago's most IMPORTANT Million!

CHICAGO DAILY NEWS

For 72 Years Chicago's HOME Newspaper

John S. Knight, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

LOS ANGELES OFFICE: 606 South Hill Street
NEW YORK OFFICE: 9 Rockefeller Plaza

DETROIT OFFICE: 407 Free Press Building
SAN FRANCISCO OFFICE: Hobart Building

MIAMI-HERALD BUILDING, Miami, Florida



PERSUASIVE SALES LITERATURE: With its plan book (left) and samples of mailings (below), Chevrolet has sold all but 254 of 6,215 dealers on buying 30 million pieces of direct mail for 1948.

Why Dealers Foot the Bill for Chevrolet's Millions of Mailings

They're out to secure and retain their share of the lucrative service business through monthly reminders mailed from Detroit directly to homes of Chevrolet owners.

Out of their own pockets, 5,645 Chevrolet dealers in 1947 bought General Motors Corp. about 25 million pieces of service direct mail. For 1948, a total of 5,961 dealers have contracted for 29,963,069 pieces. This approaches saturation. Only 254 of Chevrolet's 6,215 dealers are still to be signed.

Each of these millions of pieces of direct mail is created, printed, imprinted, addressed, stamped, and mailed directly from Detroit to the homes of participating dealers' customers. Dealers pay all the cost of creating, producing, and mailing.

How has this gigantic direct mail program been developed? How is it controlled? What are the results?

This is the story of how a wartime promotion has snowballed into astronomical proportions.

Late in 1942, Chevrolet field men called upon their dealers, showing them actual printed samples of 18 service direct-mail pieces suggested for their use in 1943. Of the 18 pieces, dealers were invited to select 12, or one mailing for each month of 1943. Dealers were asked to supply their own mailing lists, compiling these from their lists of car and service customers and supplementing them with other names from commercial lists, if they so desired. They actually subscribed for the service to approximately 600,000 customers, or about 7,200,000 pieces for the year.

To conserve paper and ink, these pieces were made small and were printed in not more than two colors, with a third color for the dealers' imprint. The purpose then was not so much to increase service business, because dealers had all the service business they could accommodate at the time, but to preach conservation, to get motorists to take care of their cars, to practice preventive maintenance in wartime.

It is obvious this program possessed exceptional merit. The Direct Mail Advertising Association awarded the campaign first place in the industry from the standpoints of results, con-



THEY COME MANY MILES

to Hear THE FAMOUS DALLAS SYMPHONY ORCHESTRA—

. . . but at home they read The Dallas News

For hundreds of thousands of Texans who live *outside the city,* Dallas is "home town." This is the richest market-area of the Southwest. To cover it, an advertiser must have adequate coverage not only of the *city* but of *all* the market.—and that means *The Dallas News.*



Member
AMERICAN NEWSPAPER ADVERTISING NETWORK

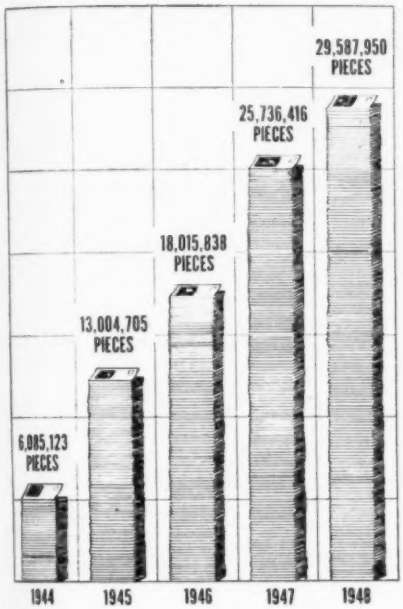
The Dallas Morning News

Cresmer & Woodward, Inc. *Representatives*

THE TEXAS ALMANAC — RADIO STATIONS WFAA AND WFAA FM

tinuity, ideas, production, excellence, and artwork.

Probably aided by this recognition, Chevrolet field men signed up some 900,000 names to receive 10,800,000 messages in 1944. In 1945, some 3,200 Chevrolet dealers submitted lists of 1,200,000 customers' names to whom they wished to have the service messages sent; in 1946, this total rose to 4,200 dealers and 1,500,000 names of customers; in 1947 to 5,645 dealers and more than 2,000,000 customers' names, and in 1948 to 5,961 dealers and a total of 29,963,069 pieces.



MASS PRODUCTION: Started in 1944, the mailings have multiplied nearly five times.

Such growth surely indicates that the dealers think the program produces definite results for them. Their own Advisory Committee is like minded and recommends the service to them. Of course, a dealer cannot always know whether a given customer came into his service station because he received one or more pieces of direct mail advertising bearing the dealer's imprint. He cannot always know whether a given customer who returns for service after having been absent for a long while was influenced to do so by means of the same solicitation. But he does get enough comment from customers to enable him to form a pretty definite opinion of the effectiveness of the advertising, and he does have figures on his service station operations which tell him positively whether he is getting more or less business and from whom. Also, there are numerous specific cases which read something like this:

USE THE *Proved Power*
OF ARTKRAFT* SIGNS
TO BUILD YOUR BUSINESS

You CAN increase your sales 14.6%**
You CAN make your national advertising 5 times as effective**
BY USING

ARTKRAFT*
DEALER SIGNS

Since they continue working years after they have paid for themselves—by investing only 10% of your advertising budget annually in dealer signs, the fifth year you have the equivalent of an appropriation 1½ times as great as your actual expenditure.

For over a quarter century we have regularly served leading merchandisers including Westinghouse, Frigidaire, Delco-Heat, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont and many others. Learn why.

THE FINEST SIGNS EVER PRODUCED AT THE LOWEST COST IN HISTORY

Certified audited records show Artkraft* signs to be 999/1000 perfect over a period of years.

THEY LAST BECAUSE THEY'RE MADE THAT WAY!

Exclusive Underwriter approved features include:

- Porcel-M-Bos'd letters raised out of heavy sheet steel. 75% more attractive and legible.
- All-welded electro-galvanized frame.
- Bonderized and baked synthetic enamel or porcelain finish.
- No exposed bolts.
- Removable streamlined front end permits access for servicing without use of tools.
- Rugged copper bus bar replaces ordinary cable.
- First positive tube mounting. Tube sections rest on (not against) tube supports, providing a definite centering where tubes enter the sign. Makes unsightly bushings unnecessary.
- A heavy duty phosphor bronze spring clip on the end of the electrode has a fork-like end opening for positive contact with the bus bar and easier removal for service.
- Cold cathode fluorescent tube grid illuminates dealer's name panel, eliminating lamp replacements.

IMMEDIATE DELIVERY

Write for literature and instructions on how to set up a successful dealer sign program.

THE ARTKRAFT* SIGN COMPANY
Division of Artkraft Manufacturing Corporation*
1000 E. Kibby Street — Lima, Ohio, U. S. A.

SIGNS OF LONG LIFE* FOR QUANTITY BUYERS

*Trademarks Reg. U. S. Pat. Off.
**Proved by actual audited research.

THIS COUPON FOR YOUR CONVENIENCE

THE ARTKRAFT* SIGN COMPANY
Division of Artkraft Manufacturing Corporation*
1000 E. Kibby St., Lima, Ohio, U.S.A.
Please send, without obligation, details on Artkraft* signs.

( ) We are interested in a quantity of outdoor dealer neon signs.
( ) We are interested in a quantity of Porcel-M-Bos'd store front signs.

NAME .....
FIRM .....
CITY .....

WATV

COMING SOON!

FIRST
in
POST WAR
Television
serving
NEW JERSEY
and
METROPOLITAN
NEW YORK

KEEP YOUR EYE ON
CHANNEL
13
WATV

ASK YOUR
WAAT
MAN ABOUT

New Jersey's 1st Station
WATV
CHANNEL 13
NEWARK-NEW JERSEY



HUMOR & FACT: Not wishing to wear out its welcome in the homes of owners, Chevrolet achieves variety by mixing light and serious touches in its mailings.

One dealer in a town of 25,000 had 190 steady service customers and when submitting his mailing list, he added the names of 60 owners in his territory whom he had not seen nor heard from in two years. By checking customers who came in for service soon after he subscribed for the direct mail service, he discovered that 18 of the 60 forgotten ones had come in after having received only the first mailing piece. During the following month, 15 more old customers returned, making a total of more than one-half the original 60 who had been taking their business elsewhere.

Another dealer, located in a metropolitan center, sent in names of 4,000 customers, then sat back to await results—if any. Following the mailing of the first message, the number of customers who came into his service station more than doubled.

Such results are said to be not uncommon in cases where dealers have not previously subscribed to the direct mail service. Naturally, if a few mailings bring in most of the customers on the list, all that can be hoped for thereafter is to keep them as customers.

While Chevrolet Motor Division sponsors the program and presents it to the dealers, the factory has no direct commercial interest in selling it; it doesn't make any profit on the service; on the contrary, it makes a considerable investment in presenting the program to the dealers from which it receives no direct return. It does receive an indirect return, of course, in that the program encourages Chevrolet owners to go to Chevrolet service stations where they get factory-approved service and genuine Chevrolet parts at standard prices.

The indirect return to Chevrolet justifies its investment in selling the direct mail program to dealers. Chevrolet pays for the announcement program, including the cost of sending field men out to dealers. But otherwise, dealers pay the entire cost. The program comes under the direction of E. L. Harrig, general sales manager.

Variety of Copy Mailed

These millions of mailing pieces are produced by another General Motors Division, known as "GM Photographic," under the direction of F. C. Himmelman, manager, Dealers' Sales Promotion Department. Nearly all pieces are printed on smooth-coated paper, in four colors, from fluorescent colored art work. Copy ranges from humorous cartoons to straight-laced institutional presentations, the purpose being to provide variety so that customers will be interested in receiving them month-in-and-month-out.

The business of creating, mailing and otherwise handling these mailings is competitive. So dealers have dollars-and-cents assurance that they are making a good buy.

The program for each year is prepared well in advance and is presented to the dealers about October for the following year. For this purpose, a modest portfolio containing all of the pieces is prepared. The number of pieces usually is 18, from which each dealer selects 12, the purpose being to provide a choice and to take care of climatic differences.

Now, Chevrolet has eight regions,

37 zones, and 247 districts. In the fall of each year, regional managers are brought to the Central Office to go over the entire program for the following year; not just the direct mail, of course, but including it. They then return and conduct meetings with their zone managers, after which zone managers return to their headquarters and present the program to their district managers. The latter are the ones who contact the dealers regularly to make such presentations as this direct mail program. Again, this is not the only subject which they have to discuss with the dealers, but it is one of them. As there are 247 district managers to call on 6,215 dealers, each district manager usually has 25 to 30 dealers to contact. They show their dealers the new mailing pieces, tell them about the program, probably tell them of results which they have known or heard of, advise them in the preparation of their mailing list, and so on, but they do not "beat them over the head" or use pressure to get them to subscribe. Certainly no dealer has to subscribe in order to hold his franchise or to keep on the good side of the folks at the factory.

Up-to-date Mailing Lists

Dealers furnish their own mailing lists from their sales and service records and may, if they wish, supplement these with others from a commercial list. Near the end of each year, their list is returned to them for revision and approval. During the year, additions and deletions are made as often as necessary. Then at the beginning of each year, a piece bearing a return imprint—Post Office form 3547—is mailed as a check of the list. Undelivered pieces then are returned with a slip indicating the reason why they could not be delivered, the list is corrected accordingly, and the undelivered pieces are sent to dealers so they can correct their lists and can also furnish other names to replace deleted ones.

Someone has asked how a list can be controlled when it gets as big as this. While this obviously is a big job, comparatively, it is no bigger than the same job on a smaller operation. On a big operation, everything is systematized and all of the most modern equipment is used. All names here are filed on Addressograph plates. Lists are broken down and assigned to individual employes, so that each has a designated number of names to keep current. In general, it is just another example of mass production, and mass production is generally admitted to be the most efficient means known.

Keep your catalogs in the thick of the buying

- *If you send out your catalog only to people who write for it, you cover some good prospects, but you also miss a lot who didn't write — or who wrote to your competitors.*

- *If you send your catalog to all the prospects you know of, you can be pretty sure that more than half of them won't be able to find it when they want it.*

Some manufacturers are willing to accept these wasteful conditions. Others have noted that Sweet's Catalog Service invented a way to lick the problem.

Now, as clients of Sweet's, they send their catalogs to all of their most important prospects with the assurance that they can always be found and used in a few seconds, whenever needed.

If you market your products in the construction, power or manufacturing fields, Sweet's can help you keep your catalogs in the thick of the buying.

Will you let us outline the plan in terms of your individual needs?



Sweet's Catalog Service
Division of F. W. Dodge Corporation
119 West 40th Street, New York 18, N. Y.

Media and Agency News

NEWSPAPERS

Total retail linage established an all-time record during every month of 1947, indicating that more stores than ever before, operating in a wide variety of retail classifications, are making use of the newspaper advertising medium, according to John Giesen, director of the Retail Division of the Bureau of Advertising, A.N.P.A. Mr. Giesen based his statement on an analysis of figures revealed in the newly released 52-city report of newspaper linage published by Media Records, Inc., New York City.



ART . . . The Toledo Museum of Art recently exhibited 60 news photographs of *Toledo Blade* and *Toledo Times*, O.

"The average gain of each month in 1947 over the same month of the year before was approximately 14,000,000 lines," he points out. "And in the single month of December, 1947, newspapers registered a sweeping increase of 155,000,000 lines over the corresponding month of the year before. Despite these important gains, the percentage of total 1947 retail linage accounted for by each month of the year followed closely the figures typical of pre-war 1939 and of 1946."

Presenting a table of month-to-month linage ratios, Mr. Giesen shows that variations in the distribution of promotional pressure in the three years 1939, 1946, and 1947 were "significantly small," ranging from .04% to 1.1% in the months of February and August respectively.

Department store newspaper advertising reached an all-time high in 1947, rising 12.4% above the previous record levels of the years before, according to the Media Records report. Newspaper advertising of department stores rose from 380,247,319 in 1946 to 427,512,988 lines during 1947.

Total retail linage outstripped 1946 by 16.1% in 1947 to reach the record figure of 1,127,242,002. The grand total of newspapers linage in 1947 established an additional record, rising 16.1% to 2,008,535,854 lines from the 1946 figure of 1,729,713,225 lines.

•

James W. Egan, Jr., vice-president and advertising director, *Toledo Blade*, Toledo, O., and immediate past president of the Newspaper Advertising Executives Association, Inc., has been appointed chairman of the Association's new Community Relations Committee. It will be the responsibility of this Committee to spearhead and to sparkplug the newspaper activities in connection with the A. A. A. A. and A. N. A. Community Relations program of which Don Belding, president of Foote, Cone & Belding, is chairman. A plan is being devised whereby every newspaper in the United States and Canada will be contacted by Mr. Egan.

•

Merchandisers interested in evaluating the market for radio and television sales—on the basis of present ownership and future plans for a particular segment of a given market—will be interested in the newly published Radio Section of the *New York Herald Tribune's* fifth biennial Continuing Home Study. The survey gives a complete picture of radio purchases by *Herald Tribune* families from 1938 to 1947, comparing pre-war, war and post-war years. Special information concerning the newspaper's market is presented on FM, television, phonographs, and records.

The study is a guide to use in estimating the sales potential in the Nation's largest market. Every 100 *Herald Tribune* families on the average expects to buy 114 radios; 87.4% plan to buy one radio; 11.5%, two radios; a small percentage plans to buy three or four radios. More than half of the radios which the audience plans to buy will be consoles. More than 25% specified table models. Approximately one-eighth desire portables, and 7% are interested in acquiring a new car radio.

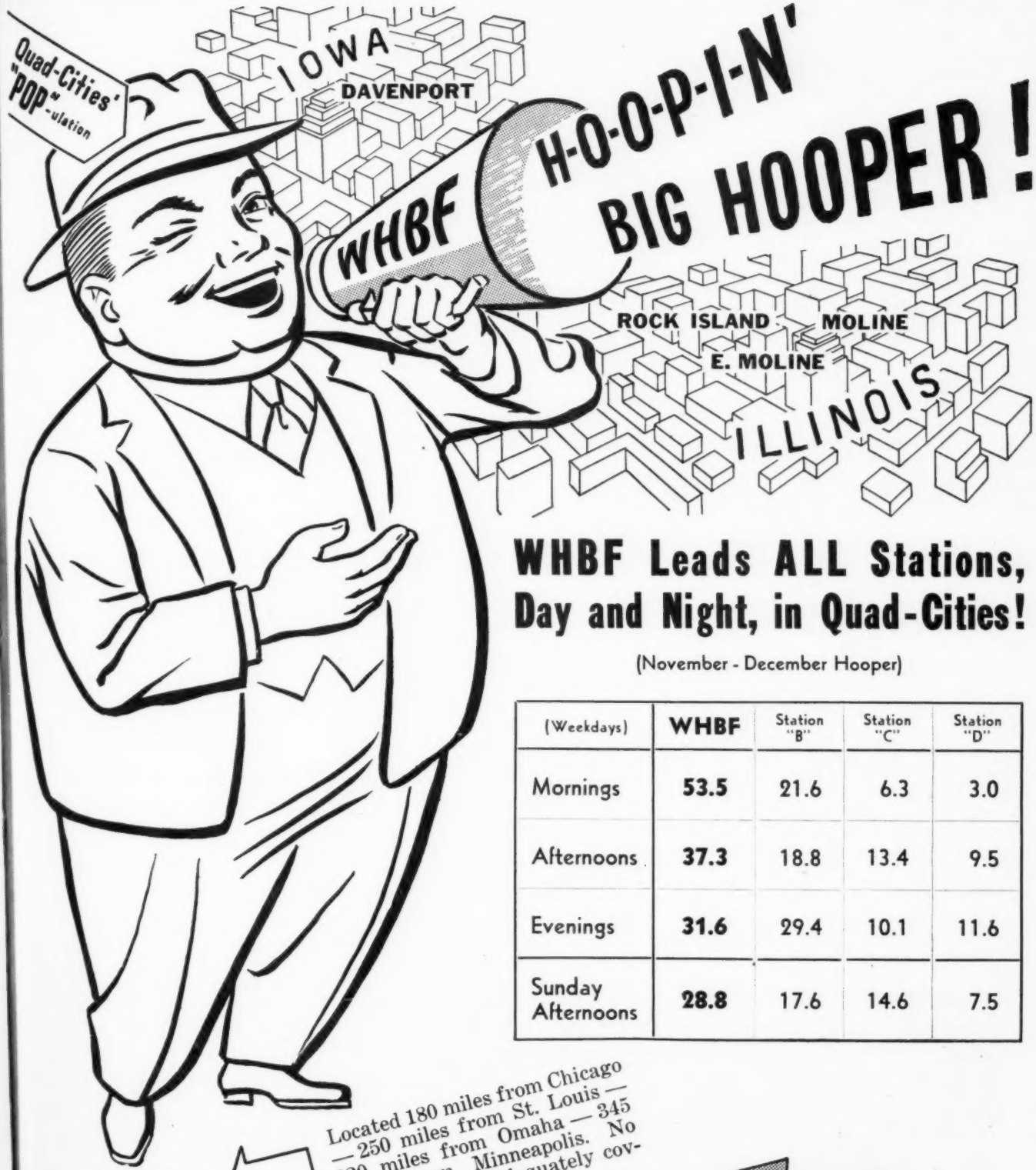
Most of the brands of radios sold in the New York City market are covered in the survey; however, the report does not permit a detailed description of the methods used in conducting the survey nor the complete results. The facts may be had by requesting the Continuing Home Study from *New York Herald Tribune* Information Service, N.Y.C.

RADIO

At its annual meeting in New York City, the Broadcast Measurement Bureau's board of directors au-



CONTRACTING for audience measuring services, A. H. Hayes, general manager of Station WCBS, signs for A. C. Nielsen Radio Index. Looking on are C. A. Wolcott (left), Nielsen's vice-president in charge of sales, and J. Dundes (right) advertising and sales promotion manager of the New York City outlet for Columbia.



WHBF Leads ALL Stations, Day and Night, in Quad-Cities!

(November - December Hooper)

(Weekdays)	WHBF	Station "B"	Station "C"	Station "D"
Mornings	**53.5**	21.6	6.3	3.0
Afternoons	**37.3**	18.8	13.4	9.5
Evenings	**31.6**	29.4	10.1	11.6
Sunday Afternoons	**28.8**	17.6	14.6	7.5

Located 180 miles from Chicago — 250 miles from St. Louis — 320 miles from Omaha — 345 miles from Minneapolis. No outside station adequately covers the Quad-Cities.



AM WHBF FM

Basic ABC
5 KW-1270 KC



Les Johnson, V. P. and Gen. Mgr.
Affiliate of Rock Island Argus

Avery-Knodel, INC.
RADIO STATION REPRESENTATIVE

thorized the Bureau to conduct station audience measurements in any territory of the United States, provided that a majority of the stations in the territory subscribe to BMB and that all out-of-pocket costs are recovered. The Statistical Tabulating Co., Chicago, which is opening a New York City branch, is to handle the Bureau's tabulating activities.

The formation of a Television Committee was authorized, and a Sales Committee was also approved.

The board reviewed the Bureau's finances and orders for the Interim audience measurement to be made this month in 227 places in 30 States for 69 stations. Field research by Market Research Co. and Alfred Politz Research was approved for determining radio ownership for the new edition of Radio Families U.S.A., to be published this spring.

The board re-elected its present officers.

•

A plane load of 30 top advertising executives, as well as motion picture and radio personalities, has just completed a round-trip to Havana where they helped dedicate on March 14 Cuba's $300,000 "Radio City," new home of CQM. Similar delegations flew from Mexico, Argentina, Uruguay, Colombia, Venezuela, Puerto Rico, and Brazil. CQM is Cuba's first and only network and has a seven-station hookup. Goar Mestre, head of Publicidad Mestre, advertising agency, vice-president of the Inter-American Association of Broadcasters, and president of CQM, has cut commercials by 80% and is presenting live shows with the exception of one hour of recorded music each day. Mr. Mestre says, "We have no disc jockeys and don't intend to."



WTPS' 607-foot antenna. The Times-Picayune Publishing Co., New Orleans, new station, carries AM as well as FM.

The Fourth Annual Radio and Business Conference sponsored by the Evening and Extension Division, City College School of Business, New York City, will be held April 14. Opening with an awards luncheon at the Hotel Biltmore, the conference will hold an afternoon panel session, also at the Biltmore, and an evening session in the auditorium of the New York City College School of Business.

BUSINESS MAGAZINES

Motels and Courts, a new monthly magazine to be introduced by J. J. Publications, Glendale, Calif., will make its appearance early this summer. Jean Jacques, editor of *Trail-R-News,* journal of the trailer coach industry, will edit the new publication. Willard Graham has been named advertising manager. The magazine will be devoted to the auto court industry and will have a nationwide circulation among auto court owners, their employes and patrons. Combination advertising rates will be available to advertisers using both *Trail-R-News* and *Motels and Courts.*

•

A 20-page booklet, just issued by Simmons-Boardman Publishing Corp., reviews the current developments in railway traffic and earnings which point to record railway buying during 1948; describes developments in each of the several branches of railway activity, including motive power, cars, communications, track and structures, and signaling.

•

The McGraw-Hill Publishing Corp. is incorporating, April 1, its monthly magazine, *Air Transport,* with *Aviation Week,* a weekly which the company bought out eight months ago. . . . *The Architectural Forum* reports 1947 advertising revenue of $1,150,000—an all-time record for building publications. This represents 29% of the total advertising spent in all monthly building publications in 1947, and an increase of almost $200,000 over the magazine's 1946 record. . . Beginning with the April, 1948, issue, *Post Exchange & Ships Service Store,* magazine of the Armed Forces stores, will feature a special "Overseas Section" which will cover news and merchandising stories about the overseas exchanges.



W. T. LONG, former advertising manager of *Esquire* has been named vice-president, director and publisher of Liquor Publications, Inc.

•

B. E. Hotvedt, former sales promotion manager of Blackhawk Manufacturing Co., and H. M. Wertz, former advertising manager of the Toledo Steel Products Co., have joined *Motor Age,* a Chilton Co. publication, as regional business managers. . . M. H. Newton has been appointed sales manager of *Radio & Television Retailing* published by Caldwell-Clements, Inc.



GROUP—accommodation studio in KOMO's new broadcasting station, Seattle. Sponsor's booth above control room and, right, special musical director's booth.



One card manufacturer earned the winning hand

One brand of playing cards outsells all others. They are *quality* cards. And they have been advertised on the pages of The Saturday Evening Post for more than 40 years.

Years of consistent advertising in the Post also helped a specific brand of saw, breakfast food, and shaving lotion to become blue chip products.

People like to read advertising in the Post —far more than in any other magazine



FIRST PRIZE: Gold Medal Award won by H. J. Heinz Co., Pittsburgh, Pa., in 16th National Competition and Exhibit of Outdoor Advertising Art, sponsored by The Art Directors Club of Chicago. The agency, Maxon, Inc.; the artist, Howard Scott, who also took second prize, with his illustration for Nash Motors.

MAGAZINES

World leaders in the fields of politics, business and culture will meet in New Orleans, April 14-17, to participate in an international forum on world affairs which is being sponsored by the City and Port of New Orleans and by *Time* Magazine. Titled "The Future of Freedom," this meeting will feature discussions and speeches on the preservation and extension of the ideals of freedom throughout the world, with emphasis on present day problems. Top representatives of the United States, Europe, Asia, and Latin America will attend as speakers.

Co-ordinated with the World Forum, Tulane University will sponsor a national student forum. Two hundred colleges and universities in the United States, Puerto Rico, and Hawaii have been invited to send delegates. The student delegates will attend World Forum sessions at which speakers will discuss the findings of a 10-nation survey of public opinion.

Sponsored by *Time,* the polling has just been completed. It was conducted by Elmo Roper in the United States and by eight other research organizations in Great Britain, France, Italy, Sweden, Switzerland, Germany, Brazil, Mexico, and Canada. Popular evaluation of the degrees to which people have the right to own private businesses; attitudes of businessmen toward the Marshall Plan; the United Nations and its chances of maintaining peace are among the salient questions reported upon and which will be discussed.

New Orleans has been chosen, forum spokesmen say, because it is one of the world's foremost seaports and has gained renown as one of America's most internationally-conscious cities. Leading the way with such unique and successful developments as its famed International House, followed by the establishment of an International Free Trade Zone and construction of an International Trade Mart, New Orleans has focused attention on its wide-awake efforts and progress as the thriving port of the United States' mid-continent.

•

The first issue of the revamped *Scientific American* will hit the Nation's newsstands the first week in May, according to Gerard Piel, editor and president of the new publishing company, Scientific American, Inc., which recently purchased the 103-year-old scientific monthly from Munn & Co., Inc.

"Response to our first test mailings to America's industrialists, engineers, and research scientists shows us that there is both room and need for a new magazine that will cover all the sciences at their level of interest and intelligence," Mr. Piel states. "It will be up to us to match that need with the kind of magazine we believe they demand. The first issues of the revamped *Scientific American* will tell us quickly enough whether we're meeting the challenge."

With editorial operations well underway, Mr. Piel, formerly science editor of *Life,* also has announced plans for the business side of the new magazine. Charles E. Kane, formerly eastern representative of the *Chicago Sun-Times,* has been appointed advertising director; T. J. Lucey, formerly circulation director of eight of the McGraw-Hill publications, has been named circulation director of the *Scientific American.*

The new *Scientific American* will continue to be sold for the same price—50 cents, but the magazine's rate card will show a substantial increase. With a new page size of 8⅝ by 11½ inches, the publication will be printed on coated stock throughout, with four-color covers and two-color run-of-press inside.

•

Graham Patterson, publisher of *Pathfinder* and *Farm Journal,* announces the formation of a new special merchandising department for the Pacific Coast. This department will function for both magazines, and will be headed by W. A. Dunlap, who previously was advertising representative for *Pathfinder.*

FARM PAPERS

Farm Publication Reports, Inc., Chicago, a new non-profit corporation, has been set up to measure the advertising linage and revenue of 42 member farm publications in 1948.

Publishers' Information Bureau, which has measured the advertising in both general magazine and farm publications for many years, has elected to measure magazines only in 1948. Therefore the new organization has been formed to serve all farm publications desiring advertising measurement.

While Agricultural Publishers Association was the driving force in creating interest in a farm publications advertising measurement service, Farm Publication Reports, Inc., is an entirely new membership association of farm publications, including practically all A. P. A. members, plus many non-members.

The reports are to include both lines and dollars on the 42 members by 59 product classifications. The first monthly report on January issues, including both monthly and semi-monthly periodicals, is scheduled for release early this month. The statistical work is being handled by Robert F. White & Co., Chicago.



ARE THEY WHISPERING ABOUT YOU?

"How can anyone skip a daily Lifebuoy bath?"

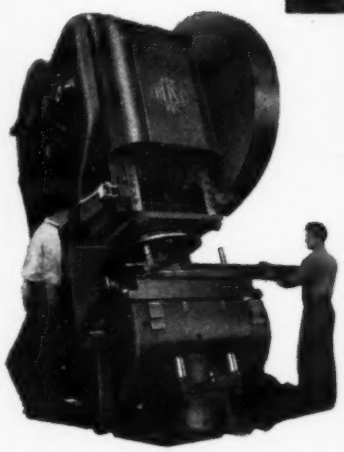
LIFEBUOY

ANOTHER FINE PRODUCT OF LEVER BROTHERS COMPANY

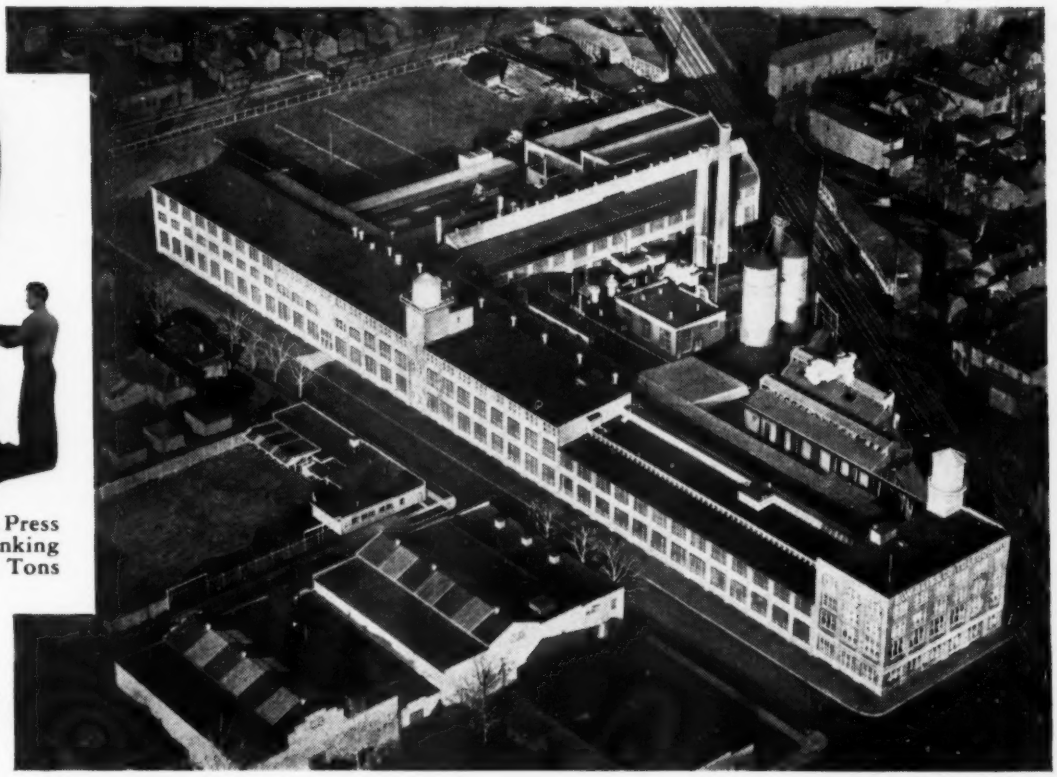
HIGHEST readership ever recorded in transportation advertising surveys conducted by The Advertising Research Foundation, scored by Lifebuoy car card.

This is Toledo

THE WORLD'S "STAMPING" GROUNDS



Bliss Enclosed Inclinable Press for Forming and Blanking Operations up to 200 Tons Pressure.



Toledo Plant of E. W. Bliss Co.

Toledo's industries are widely known for fabrication of pressed metal, the greatest single technique in the development of mass-production. Stampings from complete automobile bodies to parts for automotive accessories, from scales to household appliances, come off their presses daily at a rapid rate. Toledo is the home of the largest press-building plant in the world, the Toledo Machine & Tool Division of the 90-year old E. W. Bliss Company.

From this plant to every industry in America and to every nation abroad have gone presses for producing every conceivable product—from the second hand of your wrist watch to mainbeams for freight cars. The name "Toledo" on a press is a standard of performance wherever metal is stamped, pierced, blanked or drawn.

. . . and this is the TOLEDO BLADE

During its long span of more than 100 years, The Blade has witnessed and been part of the growth of Toledo, where management genius and workers' skill have combined to promote the city's industrial life, keeping pace with the advance of the rich 14-county agricultural area which with the city itself forms the well-balanced Toledo "Double-Value" Market. It is rare indeed to find a market with such factors of stability. It is still more unusual to have complete access to such a market through the columns of a single newspaper . . . The Blade.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.

MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK

Write for new 72-page edition of booklet "This is Toledo"

IS YOUR ADVERTISING—DIRECT MAIL RUN DOWN?



- Could your Direct Mail or Advertising use a shot in the arm . . . some fresh copy to stimulate greater response . . . a new twist to your sales story?
- If you feel that you are not getting the most out of your present advertising and direct mail program, why not consult us. It costs you nothing to see and hear what we have to offer.
- We are a two man team, chock-full-of new ideas for advertising, direct mail, and promotion. Permit us to analyze your current advertising or direct mail problems and we will submit our ideas for your approval. Write box 373, Sales Management, 386 Fourth Ave., New York 16, N. Y.

• WANTED •
A
'Promotion-Minded'
SALES MANAGER

A well-known, long established arms manufacturer is looking for a seasoned executive to direct its sales activities. This man will work directly with the company president. The products of this company enjoy nation-wide distribution and are backed by a consistent national advertising program, second to none in this particular field.

The man in mind is perhaps between 35 and 45—preferably with experience in the sporting goods field. Most important of all, he should be a "self-starter"—capable of taking the initiative in producing sound sales promotion ideas and putting them to work effectively.

A splendid opportunity awaits the man who can qualify for this top position at a salary commensurate with his ability. Apply in confidence for an early interview giving background experience, salary requirements, etc.

BOX 2522, SALES MANAGEMENT
386 4th Ave., New York 16, N. Y.

ADVERTISING MAN
CONSUMER LITERATURE

National merchandising organization, headquarters in Chicago, has immediate opening in its National Retail Advertising Department for experienced advertising man to prepare consumer literature—sales promotion material and direct mail pieces. Give full particulars, which will be held in confidence. State education, experience, and salary requirements. Submit samples of work, which will be returned. Box 2518, Sales Management, 386 Fourth Ave., N. Y.

AGENCIES

Despite concern over credit positions in some other lines of business, confidence in the financial stability of national advertising was expressed at this year's first meeting of the board of directors of the American Association of Advertising Agencies, largely due to the payment stimulus and credit safeguard provided by the customary 2% cash discount.

The board reviewed cash discount developments during the previous 12 months and found that 96 individual media, including many large publications and radio stations, had adopted the financial safeguard in that time. During the same period, 44 had discontinued it, but there were no large media in this group.



ALBERT TILT, JR., with Young & Rubicam, Inc., since 1927, appointed vice-president and account executive.

The principle danger spot in the advertising financial picture continues to be radio broadcasting, according to the A. A. A. A. review, because so many broadcasters have still made no move to endorse the discount. In contrast, other media now endorse the cash discount policy by overwhelming majorities.

During the same meeting the A. A. A. A. board adopted a resolution, urging continuance wherever possible of the "standard practice" of one year's rate protection on radio broadcasting.

Accounts: International Telephone and Telegraph Corp. has appointed J. M. Mathes, Inc., to handle advertising for the corporation and its associate companies operating in the United States, Federal Telephone & Telegraph Corp., International Standard Electric Corp., and American Cable & Radio Corp. This includes advertising for the latter company's three subsidiaries, All America Cable and Radio, Inc., The Commercial Cable Co., and Mackay Radio and Telegraph Co. Federal Telephone & Radio Corp. is the I. T. & T. manufacturing associate in this country.



REFLECTS YOUR
BEAUTY MARKET
BONOMO
WOMEN'S GROUP
comprising
BEAUTY FAIR
and
AMERICAN BEAUTY

• National leadership in the Women's Beauty Self-Improvement Field

300,000 Circulation Rebate backed Member: ABC

BONOMO PUBLICATIONS, INC.
1841 Broadway • New York 23, N. Y.

EXPORT MANAGER SEEKS NEW POSITION

Reliable references attest to top rating and successful accomplishments in export merchandising. Well-rounded knowledge sales, advertising, marketing, backed by 18 yrs. experience (primarily food). Fluent Spanish, widely travelled. Capable organizer, creative thinker. American, 36, married.

BOX 2521 SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

FULL COVERAGE FOR YOUR
PACIFIC COAST DISTRIBUTION!

Aggressive, well-established Western sales organization specializing in packaging products now considering new lines. Complete Pacific Coast distribution, warehouse, sales and service facilities, plus experienced field sales force and competent office staffs assures proper and effective representation. Over 30 years successful experience in handling nationally recognized products. Amply financed. Investigate today. All inquiries confidential. Write or wire: Box 2523, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED
SALES PROMOTION EXECUTIVE
Department Store Experience

One of the best-known firms in the textile industry (located in the Worth Street area of New York City) is about to expand its promotional activities and is looking for a sales promotion executive.

An ideal candidate would be a man in his early or middle thirties who has held a position of importance with a medium or large department store and who has aggressive and creative instincts plus a knowledge of display and retail advertising. He should also be capable of talking to an audience with poise.

In replying, please cover background fully and state salary requirements. All replies will be held in strictest confidence. Write Box 2520, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SITUATION WANTED

Sales Executive, 34, personable and alert. Background Sales Management, administration, & promotion. Excellent contact & liaison man to Top-Management. Heavy Experience in industrial, agricultural and consumer pkge fields. Seeks position with progressive mfg. firm headquarters N. Y. C. or environs. Salary $8500-10,000. Box 2524, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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How about a speaker for your next meeting?

This dynamic

- Speaker
- Author
- Publicist
- Counselor

with an international reputation and 25-year vital business background is at your service.

Counseling either in person or by *airmail* anywhere on the American Continent!

HARRY SIMMONS
Management Consultant
Hotel Beacon, 2130 Broadway
New York 23, N. Y.

J. B. LIPPINCOTT COMPANY



Aluminum Ware Sales Supervisor

Experienced man, to manage direct sales division for large national manufacturer of aluminum cooking utensils Must be fully experienced in direct selling, recruiting, and managing crews. Salary, bonus, and percentage of profits. Business Research, Dept. S, 1410 Terminal Tower, Cleveland 13, Ohio.

ASSISTANT SALES MANAGER
Available

Man with many years experience in export sales seeks position as Assistant DOMESTIC Sales Manager. Familiar with marine motors, household refrigerators, small industrial engines. Box 2519, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

COMMENT

YOUR JOB IS A WHOPPER— ARE YOU GROWING WITH IT?

For a generation we have watched you—the American sales executive—grow in stature. The *composite you* in American industry no longer is a man who merely hires, fires, trains, stimulates, and leads salesmen. You have proved your capacity for far greater responsibilities as the whole function of distribution has grown with the Nation's vast and stalwart production. You attained your present stature by native talent, experience *and education* . . . of which more will be said.

The growth of your job is pointedly illustrated in a new report of The National Industrial Conference Board titled "Sales Organization and Compensation of Sales Executives" by Thomas A. Fitzgerald of the Board's Division of Business Practices.

Mr. Fitzgerald's studies show such details as these:

- Among 170 companies covering a wide variety of industrial and consumer goods manufacturers, the *advertising* department reports to the sales executive in 118 cases; to the president in 28; to "others" in 24.

- Among 149 companies, the *export* department reports to the sales executive in 100 cases; to the president in 23; to "others" in 31.

- Among 90 companies, the *public relations* department reports to the sales executive in 22 cases; to the president in 37; to "others" in 31.

And who today directs a long list of other staff departments seldom associated, long years ago, with the job of the sales executive? The answer is in the following table compiled from Mr. Fitzgerald's studies of 172 companies making automotive parts, chemicals, drugs, hardware, foods, iron and steel, paper, rubber, textiles, and a variety of other products. Not every company in the survey operates all of the staff departments listed, but in those that do, this is where responsibility falls:

Staff Depts.	Reports To: President	Sales Exec.
Market Research	10	76
Merchandising	3	68
Product Styling	4	31
Customer Service	6	90
Commercial Engineering ...	6	29
Sales Audit	6	47
Special Accounts	6	33
Special Products	6	49

Thus it is easy to see what has happened to the stature of the *composite* American sales executive. It has assumed major proportions in American business, as distribution became more important and more complex.

For you *individually*, it seems to us the data we have quoted charts a clear course for personal development . . . if, indeed, you are not already directing the staff functions that have been listed.

We know from our own investigations in companies of all sizes in various industries in all parts of the country that advertising, for example, is directly supervised by the sales chief in 72% of companies. The NICB figure is 70%. Market research also ranks high among his responsibilities. So do many of the other functions in Mr. Fitzgerald's report. But no man can be too well prepared for the growth of his own job.

We all need some "post graduate education." That is why this magazine is offering this year for the first time the new SALES MANAGEMENT Award to the Sales Executives Club in the Federation that does the most each year for the education of the sales *executive*. If any club is doubtful about subjects in which to provide sales executive education, we suggest it study the functions listed here.

ARE HOGS "FED BETTER THAN MEN?"

For those who want more informative labeling on products—especially foods—we report a pungent punch line: "Today hogs are fed better than men." One of the Nation's agricultural authorities gave voice to it the other day. He meant that stock feeds are more carefully balanced and the buyer pays more attention to the nutriment values plainly marked on the packages than is true of foods for humans.

He has a point there . . . though somehow we can't help feeling tastes differ between hogs and humans. We eat for slightly different reasons than does Blue Boy. But more descriptive labeling would improve marketing. After all, Mrs. Housewife of America who, in the third quarter of 1947 spent 24% of the national income for food, wouldn't like to think hog raisers can buy more intelligently than she.

NO NOSE DIVE THREATENS US

Take the judgment of a high Treasury Department official for it, "There is no chance of a nose dive in American business soon." He was campaigning for the Marshall Plan as he talked, insisting that so long as this Nation keeps on shipping heavily abroad our economy is safe. But his added reasons for our economic safety were what interested us.

He believes the main causes for the business slump that occurred after War I do not now exist. The farm mortgage situation is one. Farm mortgage debt rose steeply after that war. Then it fell with the banks. Today it is not $11 billion—only $5 billion. The farmer lately has been buying land and equipment for cash. Agriculture is rich and liquid today—thus differing greatly from the farm condition of the early 1920's.

"The psychology of the people is one vital factor of present-day stability," says he. "They were scared after War I. They're not scared now." We have said that frequently on this page. We think it is paramount and that sales officers and salesmen around the Nation can do as much as anybody to maintain it by knowing current economic facts (See Significant Trends, Pages 35-36 of this issue) and by discussing *them* instead of rumors as they sell goods and keep men working.



How American's high-speed Airfreight *—*

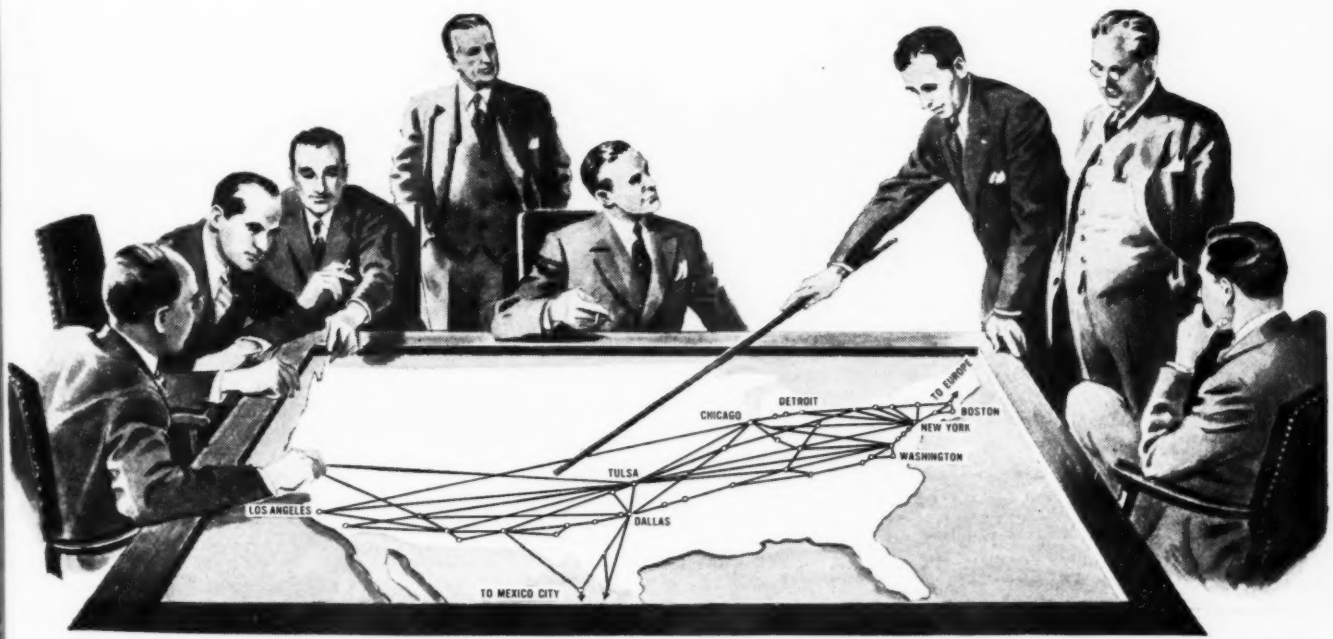
at low cost—can be

THE KEY TO NEW DISTRIBUTION

By reducing shipping time to hours instead of days Airfreight accelerates and broadens every phase of distribution—opens new and bigger markets . . . meets demand regularly with the right merchandise—at the right time. Stocks are always balanced and never lacking in fast-moving items. This means faster turnover and reduced inventories. In fact, one large television manufacturer has dispensed with local stocks, operating on a "ship as you sell" plan.

No doubt about it. Airfreight is the modern distribution weapon that makes possible new ways of doing business. And, with alert businessmen more conscious than ever of distribution costs, Airfreight takes on added importance as a means of effecting economies.

Find out how Airfreight can work for you. Call your nearest American Airlines office or write to American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N.Y.



American's Airfreight is available in 77 cities on American's domestic routes.

LOOK BEHIND THE TARIFF . . . Don't be misled by simple comparisons of point-to-point shipping charges. It's the over-all transportation cost that counts. American's Airfreight helps you pare down "hidden costs" — for example you can operate on smaller inventories and have less capital tied up in transit. You can also gain new profits with Airfreight by getting your merchandise to market at the most favorable time . . . by obtaining highest prices for air-shipped products . . . by establishing new and more profitable merchandising and distribution policies based on air shipping . . . and by exploiting new and larger markets.

TIME YOUR SHIPPING BY THE CLOCK —NOT THE CALENDAR!



AMERICAN AIRLINES

Airfreight

soapsuds and economics

In a recent speech, an executive of one of America's leading enterprises said he was particularly conscious of the great difference between our standard of living and that of other countries.

As he pointed out, only 6% of the world's population lives in the United States. Yet, even before the war, our standard of living was in sharp contrast to that of other countries. We own three-fourths of the world's automobiles, half the radios, more than half the refrigerators. And he asserted that the big reason for our higher standard was the competition encouraged by Free Enterprise.

Another reason—*freedom of choice*—should be coupled with the one he mentioned.

Take soap, for instance. It's as old as Pompeii. But it took American competitive initiative to build the idea of keeping clean into a vast industry. Once freedom of choice was exercised, manufacturers rushed to meet the new demand . . . to compete with each other by making different soaps for different purposes.

As a result, the soap industry in this country has become so huge that its annual output totals more than 300 million dollars.

Effective advertising encouraged freedom of choice, to make this success story possible. Through advertising, people were made aware of the benefits of soap. Through advertising, people were made conscious of different soap brands. Through advertising, people were aroused to the importance of using soap more often . . . for both personal use and household cleaning.

And the people responded by registering their freedom of choice to the tune of millions of dollars. Thus it is that freedom of choice helps make America great.

Let's see that our system continues to be the strongest, most vital in all the world. Let's see that the incentive to compete is never lost. Let's see that the right to exercise freedom of choice always exerts its stimulating influence on our economy.

Ross Roy, Inc., Advertising
2751 E. Jefferson Avenue
Detroit 7, Michigan